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EXECUTIVE BOARD POLICY DECISIONS

A compilation of decisions taken by the Executive Board, 1986-1990

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INTRODUCTION

The present document is a compilation of UNICEF Executive Board decisions from 1986 to 1990. It is the sixth in a series of such compilations.*

Together, these documents provide a record of the evolution of UNICEF policy.

The main documents to which Executive Board decisions refer are mentioned in the text and can be consulted for a more complete reference source.

Additional sources are the reports of the Executive Board for the years 1986 to 1991, the "Overview of UNICEF policies, organization and working methods" (E/ICEF/Overview) and the "Organization of the secretariat of UNICEF" (E/ICEF/Organization/Rev.2).

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* 1946-1959, E/ICEF/337/Rev.2; 1960-1973, E/ICEF/L.1309; 1974-1977, E/ICEF/L.1309/Add.1; 1978-1979, E/ICEF/L.1309/Add.2; 1980-1985, E/ICEF/L.1309/Add.3.

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I. PROGRAMME DECISIONS

A. Medium-term plan

1986/3. Medium-term plan: objectives and priorities

The Executive Board, on the recommendation of the Programme Committee (E/ICEF/1986/P/L.30), which also recommended endorsement by the Board of the Programme objectives and priorities for UNICEF, in accordance with item (1) of paragraph 142 and as described elsewhere in the medium-term plan for the period 1985-1989 (E/ICEF/1986/3), reaffirmed its endorsement of the priorities for child survival and development and their implementation in the context of strengthening primary health care and the basic services strategy. While recognizing that the priorities of the country programmes should be set according to the specific situations and needs of the countries, the Board also endorsed the major programme thrusts as described in paragraphs 15 to 35 of the medium-term plan as amended with a broader view of child survival, development and protection. The Board stressed the importance of programme support and emphasized the need for mobilizing widespread and involved participation as well as international support to ensure successful implementation of UNICEF-assisted programmes. It also encouraged close collaboration between concerned agencies in the United Nations system, bilateral aid agencies, non-governmental organizations and national Governments and organizations.

1987/17. Programme objectives

The Executive Board, on the recommendation of the Programme Committee,

Taking note of the documents entitled "Programme objectives of the medium-term plan, 1986-1990" (E/ICEF/1987/3 and Corr.1 and 2), "Progress review of the child survival and development revolution, 1983-1986" (E/ICEF/1987/L.2) and "Priorities and focus in UNICEF programmes of cooperation" (E/ICEF/1987/L.3);

(a) Endorsed the programme objectives as described in the medium-term plan, with the basic goal of the promotion of the overall development of children, in particular the most vulnerable groups among them;

(b) Decided that, in view of the above aim, the United Nations Children's Fund should put particular emphasis on:

(i) The reduction of maternal, infant and child mortality and the improvement of maternal and child health;

(ii) The protection and improvement of the well-being of children and their environment, emphasizing the particular needs of the female child;

(iii) The improvement of the well-being, situation and environment of women and their role in development;

(iv) Appropriate child spacing to protect the health of the mother and child and as part of overall development;

/...

(c) Decided that, in order to achieve this aim, the Fund should:

(i) Work towards the retention of the child and its needs on the political agenda;

(ii) Work towards further strengthening the capacities of countries to define the strategy and to implement child survival and development activities;

(iii) Continue the work of child survival and development in both rural and urban areas as a priority, taking into account the specific situation and conditions in each country. It should aim to achieve the goal of reducing infant and child death rates by half by the year 2000, through the achievement of universal child immunization and oral rehydration therapy targets by 1990, through diarrhoea management and through further strengthening support to the promotion of breast-feeding, improved infant and child nutrition and growth promotion, health education and basic education for mothers and family planning, as well as other complementary activities such as the promotion of maternal health and pregnancy monitoring, maternal nutrition, the control of respiratory infections and malaria control;

(iv) Further stress basic services and integrate child survival and development activities, to the largest extent possible, in the primary health care system and the broader health sector and give priority to strengthening the primary health care infrastructure as a proper basis for child survival and development;

(v) Stress the significance of the roles of water supply and sanitation, nutrition and education;

(vi) Further strengthen programme linkages between child survival and development activities and other relevant sectors, leading to synergistic developments;

(vii) Improve the situation, well-being and status of women, especially taking into account the situation and constraints of poorer women and female heads of households, inter alia, through increasing access to income and to the means of production;

(viii) Give special attention to the sustainability of child survival and development activities;

(ix) Give due attention to actions directed against the causal roots of child and infant mortality and to the constraints of child development, while seeking cost-efficiency;

(x) Strengthen evaluative activities, assess the impact of child survival and development activities on child health and development and analyse, record and disseminate the experiences of those activities;

/...

(xi) Refine the experience of social mobilization for going-to-scale and extend it to other child survival, development and protection issues, including the education sector;

(xii) Strategically link the work on "adjustment with a human face" with child survival and development approaches;

(xiii) Work closely and coordinate its activities with other agencies and organizations;

(d) Reaffirmed the retention of the Fund's basic country programming approach, i.e., the formulation, in cooperation with respective Governments, of country programmes based on situation analysis at the country level, taking into account the priorities approved by the Executive Board in the medium-term plan;

(e) Noted the possible future orientation of the Fund's activities as set out in paragraph 45 of document E/ICEF/1987/L.3;

(f) Established the framework of programme priorities annually in the context of the medium-term plan.

1988/1. Programme objectives of the medium-term plan for the period 1987-1991

On the recommendation of the Programme Committee,

The Executive Board,

Taking into consideration the comments made by the members of the Executive Board and the resolutions adopted by the 1988 Board,

Endorses the programme objectives for UNICEF as described in the medium-term plan for the period 1987-1991 (E/ICEF/1988/3).

1989/4. Programme objectives of the medium-term plan for the period 1988-1992

On the recommendation of the Programme Committee,

The Executive Board,

Recalling its resolutions 1986/3 and 1988/1,

1. Endorses the programme objectives for UNICEF as described in the medium-term plan for the period 1988-1992 (E/ICEF/1989/3);

2. Requests the Executive Director to present to the Executive Board at its 1990 session a revised medium-term plan, taking into account the views expressed by the Executive Board at its 1989 session, on both the medium-term plan objectives and the paper on strategies for children in the 1990s (E/ICEF/1989/L.5).

1990/3. Programme objectives of the medium-term plan for the period 1990-1993

On the recommendation of the Programme Committee,

The Executive Board

Endorses the programme objectives for the organization as described in the medium-term plan for the period 1990-1993. 1/

B. Programme strategies

1986/14. Report on the implementation of UNICEF programme priorities

The Executive Board,

Taking into account the discussion during the 1986 session of the Board on the balance in the implementation of UNICEF priorities, within the established framework of health, including family planning, nutrition, water supply, education, social development and women's role in the family,

Bearing in mind the review of the child survival and development revolution to be undertaken at the 1987 session of the Board,

1. Requests the Executive Director to submit to the 1987 session of the Board a report examining the emphasis given in the implementation of UNICEF priorities. The report should focus on the balance in the implementation and include proposals for the future orientations of UNICEF activities aimed at implementing these priorities. Furthermore, the report should take into account, on the one hand, the diversified needs, in the various countries, of mothers and children and the causes of their high vulnerability, and, on the other hand, the best use, in the long term, of the available resources in the recipient countries and at the international level.

1988/17. Strategy for children

The Executive Board,

Considering that the development of the child is closely linked to the overall social, cultural and economic development of its society and, in turn, that there is no real development of the society if the needs of a vital section of that society - its children - are not met,

Aware of the gravity of the problems large numbers of mothers, families and children face today and which are likely to grow in importance in the coming years, unless social and economic changes are taken on a much larger scale than at present envisaged,

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1/ E/ICEF/1990/3 and Corr.1.

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Recalling the two roles of UNICEF - its advocacy role for a better understanding by all concerned of the needs of children and its role to support countries in their efforts and to enable them to satisfy these needs on their own,

1. Requests the Executive Director to prepare, within the resources in existing budgets of UNICEF for consideration by the Executive Board at its 1989 session, a report on the goals, targets and elements of a global strategy for the well-being of children as an essential part of overall development. This strategy would also provide guidelines for UNICEF input into the construction of development goals for the year 2000 and of an international development strategy for the 1990s, the Fourth United Nations Development Decade, provided it is adopted by the United Nations General Assembly;

2. Further requests UNICEF to work with countries and Governments directly and at the regional or subregional level, to help initiate a process of exploration and discussion leading to the formulation of relevant goals for the survival, protection and development of children;

3. Considers that the strategy for children should seek to address the children's basic needs, the main problems and risks which the children, as well as their mothers and families, will have to face in the various societies and their causes, and finally to strengthen the capabilities of the countries to control these problems on their own. The strategy would give special attention to the children and households most at risk and to the special needs of the least developed and poorest countries and to the ways and means in which international assistance can best support the efforts to overcome their difficulties;

4. Recommends that the final stage of this process be the adoption in 1990 by the UNICEF Executive Board of both the global strategy for children and, in relation to this, a UNICEF operational strategy for the 1990s. The global strategy for children is intended to promote the development or improvement, by the countries concerned, of national and regional strategies for children;

5. Recommends that both the global and UNICEF strategies, if approved by the Board, be integrated in country programming and the medium-term plan, which remain the basic instruments of UNICEF, as underlined in decision 1987/17.

1989/5. Strategy for children in the 1990s

On the recommendation of the Programme Committee,

The Executive Board,

Recognizing the important work being done to define the goals and key elements of the strategy for children in the 1990s,

1. Encourages the Executive Director to use the ideas contained in document E/ICEF/1989/L.5 as a basis for the global strategy for the well-being of children and for consultation with Governments and other partners in development, as well as to serve as UNICEF input into the formulation of the

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international development strategy for the proposed fourth United Nations development decade, 1991-2000;

2. Authorizes the Executive Director to prepare an operational strategy for UNICEF to guide its activities and to help implement the national strategies in the context of the UNICEF country programme approach. The proposed operational strategy, which should be more widely integrated and harmonized within the United Nations system, will be submitted to the Executive Board at its 1990 session and, subject to Board approval, will be reflected in the medium-term plan and country programme recommendations to be submitted to the Board in 1991 and thereafter;

3. Encourages further the Executive Director to continue to analyse those factors that have an important bearing on the situation of children, to consider the long-term impact of the proposed actions and interventions and to include in the elaboration of the strategy for children the strengthening of the countries' capacities to promote the well-being and development of children;

4. Requests the Executive Director to give increased attention to sustainability and integration of complementary activities to secure not only survival, but development and protection of children, including disabled children, and, in this context, to give particular attention to the further development of primary health care systems, safe motherhood activities, birth spacing, water supply and sanitation, as well as to basic education, with specific emphasis on female education, in accordance with the UNICEF mandate;

5. Urges that global targets adopted by the Board be translated as appropriate into national and regional development programmes that take into consideration the specific needs and priorities and the constraints in human and financial resources, as well as the policy initiatives and institutional changes needed at the country level.

1990/2. Strategies for children

On the recommendation of the Programme Committee,

The Executive Board,

Having considered the valuable report "Development goals and strategies for children: priorities for UNICEF action in the 1990s" (E/ICEF/1990/L.5) and document E/ICEF/1990/CRP.2,

Recalling Executive Board decision 1989/5 on "Strategy for children in the 1990s",

Concerned by the extent and the gravity of the unmet needs of large numbers of children in most societies,

Aware that the situation of the children today shapes the world of tomorrow,

/...

Convinced that the political will to improve the situation of the child is essential to any effort in this sense,

Recalling that the development of strategies, the setting of priorities and the implementation of the necessary actions are important means for the sustainable improvement of the situation of children,

Recalling furthermore the role of UNICEF, in collaboration with Governments, other concerned international agencies and non-governmental organizations (NGOs), to identify unmet needs of children and to support countries in planning and implementing appropriate action, as well as to promote awareness of these unmet needs and of available solutions,

1. Urges all States, as well as international and non-governmental agencies, to take into account the following aspects in the formulation and implementation of strategies for children:

(a) The purpose of development is the well-being of all human beings through the fulfilment of basic human needs and the building of human capacities;

(b) The strategies for children should be situated within general development strategies and should take into account, inter alia, national capacity-building, poverty alleviation, people's, in particular women's, empowerment and participation in planning and implementation, sustainability and environmental soundness, and coordinated and intersectoral policies, recognizing the necessity for adequate resources to achieve these objectives;

2. Approves, in this perspective, the goals and strategies for children and development contained in documents E/ICEF/1990/L.5 and E/ICEF/1990/CRP.2 as the guiding principles for UNICEF work in the 1990s, while stressing the importance of maximizing the long-term development impact:

(a) The focus of UNICEF activities will, therefore, be on:

(i) Integrated primary health care, with special emphasis on child and maternal health, including safe motherhood and family planning;

(ii) Food and nutrition;

(iii) Safe water supply and environmental sanitation;

(iv) Basic education, with special emphasis on girls and women;

(v) Children in especially difficult circumstances;

(b) The principles mentioned above will guide the formulation of the UNICEF medium-term plan and the biennial budget and the setting of the specific programme priorities, which will be submitted to the Executive Board through the normal process, together with the country programme recommendations, the proposals for commitments of financial resources and other proposals;

(c) The country programming process must have primacy;

/...

(d) Goals and targets may be valuable aiming-posts and benchmarks;

3. Calls upon States, individually and collectively, to set goals and to develop and implement national, regional and international strategies for children;

4. Further calls upon States to support the goals and strategies as contained in documents E/ICEF/1990/L.5 and E/ICEF/1990/CRP.2 as part of the broader international development strategy for the Fourth United Nations Development Decade;

5. Requests all States, international development agencies and NGOs to help mobilize the necessary financial resources and political support to help achieve the major goals and strategies contained in documents E/ICEF/1990/L.5 and E/ICEF/1990/CRP.2, which may imply the restructuring of the allocation of resources and of the use of available means.

1989/8. Reaching the poorest

On the recommendation of the Programme Committee,

The Executive Board,

Taking note of the report on the State of the World's Children 1989 and the report on the "Strategies for children in the 1990s", which call for, inter alia, specific measures to reach the poorest among the poor,

Deeply concerned at the fact that a significant percentage of the world's population, including children and mothers, living in conditions of extreme poverty, has not yet been reached by programmes aimed at the poor,

Convinced that development has to promote the benefit and the participation of the poorest in the development process,

Considering that a more thorough knowledge of their situation and living conditions and of the preconditions necessary for their partnership will make reaching them easier,

1. Invites the Executive Director of UNICEF, in preparing the situation analysis as part of the country programming process, to cooperate with the Governments, when requested, in identifying the poorest groups of the population, particularly the children and mothers, as well as in determining the causes which prevent their participation in the basic services and actions for development;

2. Invites the Executive Director to explore, in the light of the preceding, at the request of and in cooperation with the concerned Governments, the most appropriate ways to reach the poorest groups, particularly those of the least developed countries and other low-income countries, and to bring about their participation in the basic services and actions for development so as to enhance the implementation of the programmes supported by UNICEF;

/...

3. _Invites_ the Executive Director, whenever feasible, and in consultation with Governments, to ensure that UNICEF cooperates actively with non-governmental organizations that are especially associated with the poorest thereby promoting their participation in the development process;

4. _Also invites_ the Executive Director to inform the Executive Board, in his report to the 1990 session, on the actions undertaken to implement this recommendation.

1989/23. _Review of UNICEF criteria for allocation of resources_

On the recommendation of the Programme Committee,

The Executive Board,

Considering that in view of the proposed goals and strategies for children in the 1990s, it would be timely to review the criteria used for the allocation of UNICEF resources to support country programme priorities,

Requests the Executive Director, as part of the preparation of an operational strategy for UNICEF in the 1990s (as detailed in document E/ICEF/1989/L.5), to analyse the criteria used for the allocation of UNICEF resources, taking into account the 1983 Board document "Alternative programme approaches in different socio-economic situations" (E/ICEF/L.1453), in the light of the current economic and social situation in different regions of the world.

C. _Programmes of cooperation_

1986/2. _Programme cooperation_

The Executive Board, on the recommendation of the Programme Committee (E/ICEF/1986/P/L.30):

(a) Approved the recommendations of the Executive Director for programme cooperation, as summarized in document E/ICEF/1986/P/L.1, the proposed total new commitment for programme cooperation and the replenishment of the Emergency Reserve Fund to be financed from general resources being $84,517,160. In addition, the Board "noted" programmes to be funded from specific-purpose contributions to the amount of $285,749,000 as summarized in documents E/ICEF/1986/P/L.1 and E/ICEF/1986/P/L.27; the phasing of expenditures would be made within the framework of the affordable expenditures as approved in the medium-term plan as amended;

(b) Endorsed the Emergency Appeal of the Executive Director for $102 million for 16 countries in Africa; in future, all information about emergency appeals should be submitted to the Board for subsequent discussion and review through inclusion of an appropriate agenda item;

/...

(c) Supported the recommendation of the Executive Director (E/ICEF/1986/P/L.28) for a commitment of $10,937 to cover over-expenditure for two regional projects. This document also details savings and cancellations in the amount of $102,677.

1987/20. Proposals for UNICEF cooperation and programme reviews

The Executive Board, on the recommendation of the Programme Committee,

(a) Approved the recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/1987/P/L.1. The proposed total new commitment for programme cooperation and the replenishment of the Emergency Reserve Fund to be financed from general resources is $130,576,536;

(b) "Noted" programmes to be funded from specific-purpose contributions to the amount of $351,450,000, as summarized in the same document;

(c) Recorded the savings and cancellations in the amount of $82,949.

1988/4. Proposals for UNICEF cooperation and programme reviews

On the recommendation of the Programme Committee,

The Executive Board,

1. Approves the recommendations of the Executive Director for programme cooperation as summarized in documents E/ICEF/1988/P/L.1 and Corr.1 and reflecting the financial implication of the decision taken on the Bamako Initiative. The proposed total new allocation for programme cooperation and the replenishment of the Emergency Reserve Fund to be financed from general resources is $230,631,000, including an amount of $25,000 for the UNICEF Maurice Pate Award previously approved by mail poll;

2. Further approves the programmes to be funded from specific-purpose contributions in the amount of $454,073,000;

3. Records the savings in the amount of $35,000;

4. Approves the amount of $432,000 to cover overexpenditure.

1989/20. Programme cooperation

On the recommendation of the Programme Committee,

The Executive Board

Approves the recommendations of the Executive Director for programme cooperation as summarized in documents E/ICEF/1989/P/L.1 and Corr.1. The total new allocation for programme cooperation and the replenishment of the Emergency

Reserve Fund is $242,906,000 for general resources funding and $326,924,000 for programmes for supplementary funding.

1989/21. Programme cooperation

On the recommendation of the Programme Committee,

The Executive Board

Approves an amount of $147,520 to cover over-expenditure and records savings and cancellations in the amount of $19,396, as contained in documents E/ICEF/1989/P/L.38 and E/ICEF/1989/P/L.1 and Corr.1.

1990/8. UNICEF programme cooperation

On the recommendation of the Programme Committee,

The Executive Board

1. Approves the recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/1990/P/L.1. The proposed total new allocation for programme cooperation and the replenishment of the Emergency Reserve Fund to be financed from general resources is $263,367,153, of which $237,651,153 represents new general resources net of available balances;

2. Further approves new supplementary funding proposals to be financed from specific-purpose contributions in the amount of $663,432,800;

3. Records savings (cancellations) in the amount of $641,314 and approves an amount of $52,460 to cover overexpenditure.

D. Children's and women's health

1987/23. UNICEF/WHO Joint Committee on Health Policy

The Executive Board, on the recommendation of the Programme Committee,

Having considered the report of the twenty-sixth session of the UNICEF/WHO Joint Committee on Health Policy (E/ICEF/1987/L.7), together with the note by the Executive Director (E/ICEF/1987/L.8), the Fund's response to concerns regarding acquired immune deficiency syndrome (E/ICEF/1987/CRP.9) and the World Health Organization information paper on acquired immuno-deficiency syndrome,

(a) Expressed its appreciation for the documentation provided by the two organizations;

(b) Expressed its appreciation to the Joint Committee on Health Policy for its valuable contribution, especially in reviewing the policies on health and related fields, and also in furthering the collaboration between the two agencies;

(c) Expressed appreciation of the ongoing efforts of close inter-agency collaboration between the World Health Organization and the Fund and to promote it further through complementarity of efforts and inputs through mobilizing the strengths of each organization, especially in support of primary health care and the achievement of the goal of Health for All by the Year 2000;

(d) Took note of the resolution of the 39th World Health Assembly of 1986 (WHA 39.30) affirming that the goal of reducing morbidity and mortality by providing immunization for all children of the world by 1990 remains a global priority and warning that the goal will not be achieved without continuing acceleration of national programmes;

(e) Noted the goals of oral rehydration therapy resolved by the Executive Board of the World Health Organization for approval by the World Health Assembly in May 1987, and stress the importance of preventive measures in the control of diarrhoeal diseases;

(f) Stressed the importance of maternal health and nutrition and further promote them in programmes supported by the Fund;

(g) Welcomed the new collaborative initiatives in support of information, education and communication for health. The development of a plan of collaborative action could be especially useful, given the Fund's strength and experience in this area;

(h) Expressed the need to incorporate measures to desist from smoking, especially by the younger generation, in programmes supported by the Fund;

(i) Expressed appreciation of the measures already taken and the close collaborative work undertaken by the Fund with the World Health Organization on acquired immune deficiency syndrome, and strongly endorse the proposal made in the document E/ICEF/1987/CRP.9 and any measures deemed appropriate in consultation between the Fund and the World Health Organization to help to respond to this rapidly growing problem.

1989/12. WHO/UNICEF Joint Committee on Health Policy

On the recommendation of the Programme Committee,

The Executive Board,

Having studied the recommendations of the World Health Organization (WHO)/UNICEF Joint Committee on Health Policy on WHO goals contained in document E/ICEF/1989/L.11, including those on UNICEF/WHO goals for the health of women and children by the year 2000, tobacco and health, and a WHO/UNICEF strategy for improved nutrition of mothers and children in the developing world,

Having adopted the recommendation in document E/ICEF/1989/CRP.5, "Tobacco smoking: its impact on children and women",

Noting that the goals proposed for the health of women and children have been submitted for endorsement by the Executive Board of WHO in May 1989,

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1. Invites the Executive Director to use these goals as the basis for part of the UNICEF contribution to the process of preparation of the international development strategy for a fourth development decade, taking account of the views of WHO, the United Nations Educational, Scientific and Cultural Organization and other United Nations bodies with relevant competence, and of decisions of the Board;

2. Requests the Executive Director to submit to the Board at its 1990 session a policy strategy developed with WHO for improved nutrition of mothers and children in the developing world.

1990/16. Safe motherhood

On the recommendation of the Programme Committee,

The Executive Board,

Endorses the concept of safe motherhood as a means of achieving the goal of halving maternal deaths of 1990 by the year 2000 and the operational activities outlined in paragraph 47 of document E/ICEF/1990/L.13, including cooperation with the World Health Organization, the United Nations Population Fund, the United Nations Development Programme, the World Bank and other agencies and organizations, in support of national, regional and global efforts.

1990/19. Strategy for improved nutrition of children and women in developing countries

On the recommendation of the Programme Committee,

The Executive Board,

1. Endorses the following nutritional goals for the year 2000:

(a) The control of protein-energy malnutrition, including the reduction of both moderate and severe protein-energy malnutrition in children under five years of age by one half of the 1990 levels and the reduction of the rate of low birth weight (less than 2.5 kilograms) to less than 10 per cent;

(b) The control of micronutrient deficiency disorders, including the reduction of iron-deficiency anaemia among women of child-bearing age by one third of the 1990 levels, the virtual elimination of iodine deficiency disorders and the virtual elimination of vitamin A deficiency and its consequences, including blindness.

2. Further endorses:

(a) The strategy proposed to achieve the overall objective of empowering families, communities and Governments to improve the nutrition of women and children on the basis of adequate information and sound analysis, with its two elements:

(i) The method of assessment, analysis and action (the "triple A approach"), which describes how the information should be used;

(ii) The conceptual framework for the analysis of the causes of malnutrition in a specific context, which serves as a guide for discerning what information should be collected;

(b) The proposal that the strategies will be implemented at household/community, district and national levels;

(c) The proposal that the elements of the strategy in a given context will be identified through analysis and will include:

(i) Actions that address the manifestations and immediate causes of malnutrition, such as the promotion of breast-feeding, nutrition rehabilitation, the provision of certain essential drugs, the promotion of oral rehydration therapy, direct feeding programmes and the distribution of micronutrients;

(ii) Actions that address the underlying causes of malnutrition, such as immunization, the expansion and improvement of the primary health care delivery system, health and nutrition education and communication, family planning, household food security, improved feeding practices, maternal and child care, environmental sanitation and water supply, and literacy and education;

(iii) Actions that address the basic causes of malnutrition, such as improved situation analysis, policy dialogue, technology assessment and development and advocacy.

1990/11. Cooperation with the World Health Organization and others on vaccine and related research

On the recommendation of the Programme Committee,

The Executive Board,

Recognizing the importance of assuring universal childhood and maternal immunization (tetanus toxoid),

Bearing in mind the need for improved or new vaccines, as well as the need for affordability and improvement in the delivery of vaccines,

Recognizing the need for close cooperation within the framework of World Health Organization (WHO) programmes and with relevant countries which support vaccine research,

1. *Calls on* the Executive Director, in collaboration with WHO, to convene an expert group, including those from developing countries, to consider more closely the vaccine and related research needs for furthering UNICEF programme objectives, giving particular attention to applied and operational research;

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2. Requests the Executive Director to report to the Executive Board at the earliest opportunity on the findings and recommendations of this expert group, and to make appropriate proposals to the Board.

1988/7. Review of the impact of acquired immunodeficiency syndrome (AIDS) on women and children and the UNICEF response

On the recommendation of the Programme Committee,

The Executive Board,

Taking into consideration the comments made by the members of the Board,

Encouraged by the WHO/Global Programme Information Paper on Acquired Immunodeficiency Syndrome presented to the UNICEF Executive Board,

1. Endorses UNICEF programme involvement in 1988 and 1989 as described in document E/ICEF/1988/L.7, including the principles contained in the WHO Information paper which will be issued as an addendum to the document;

2. Further endorses the Executive Director's recommendation that, in implementing its policy on AIDS, UNICEF should:

(a) Consider the problem of AIDS as it affects children and women in all UNICEF country programming exercises; consider education and advocacy about preventive AIDS programmes a matter of UNICEF concern in countries which do not yet recognize an AIDS problem, as well as those with significant numbers of reported cases and ongoing efforts;

(b) Through advocacy efforts, bring to the attention of the national and international communities the special needs of children and mothers affected by AIDS;

(c) Strengthen its collaboration with national Governments, the WHO Special Programme on AIDS, other multilateral and bilateral organizations and NGOs in efforts to prevent the spread of human immunodeficiency virus (HIV) and AIDS in the context of national programmes;

(d) Continue efforts to ensure the safety of immunization programmes and promote equipment sterilization in all aspects of maternal and child health (MCH) care;

(e) Train UNICEF staff in the fundamental patterns of the disease, particularly as it affects children and women, and in effective programming;

(f) Raise funds for and increase support to specific projects in the fields of health education, training of health workers and studies of the impact of the disease on children;

(g) Give special attention to means for strengthening national MCH/primary health care (PHC) structures, as through the Bamako Initiative, especially in those countries in Africa where existing coverage is low and economic constraints not only limit expansion but also threaten maintenance of the existing limited coverage. It is clear that MCH/PHC provides much of the basic infrastructure essential for coping with the AIDS threat over the medium and long term.

1990/18. Acquired immunodeficiency syndrome (AIDS)

On the recommendation of the Programme Committee,

The Executive Board,

Recognizing the serious effects on women and children of acquired immunodeficiency syndrome (AIDS), affecting all countries,

Aware of the increasing number of mothers and children affected by the disease,

Acknowledging the lead role of the World Health Organization (WHO) in the overall coordination of the combat against AIDS,

Bearing in mind the effectiveness of the field network of UNICEF,

Recognizing the assistance rendered by UNICEF within the framework of national AIDS control programmes, as reported in document E/ICEF/1990/2,

1. Urges the Executive Director to mobilize further the field offices of UNICEF to make their full contribution to the efforts of the United Nations system, and notably the United Nations Development Programme/WHO alliance to combat the spread of AIDS within the framework of national AIDS control programmes;

2. Requests the Executive Director to ensure a significant contribution of UNICEF, fully using its capacity for advocacy, in mobilizing social awareness in order to avoid behaviour and practices that can spread the human immunodeficiency virus (HIV);

3. Especially requests the Executive Director to consider what further activities UNICEF would be able to undertake on behalf of children orphaned by AIDS;

4. Further requests the Executive Director, in his report to the Executive Board in 1991, to provide a specific account of UNICEF efforts to combat and alleviate the effects of AIDS, giving examples of problems identified, efforts to deal with them and progress in implementation.

1989/7. Elimination of guinea worm disease during the 1990s

On the recommendation of the Programme Committee,

The Executive Board

1. Recognizes the commendable initiative of UNICEF in complementing the effort of countries, other United Nations agencies and non-governmental organizations towards the elimination of guinea worm in endemic countries;

2. Notes with distress that guinea worm disease affects an average of 10 million people annually, with a population at risk of 120 million in Africa and 20 million in Asia;

3. Notes that the disease can be totally eliminated by health education and the provision of safe drinking water;

4. Notes that the elimination of guinea worm is a sub-goal of the International Drinking Water Supply and Sanitation Decade;

5. Notes that the World Health Assembly has already endorsed that sub-goal in its resolutions WHA 34.25 and WHA 39.21;

6. Notes that the guinea worm elimination programme will form an integral part of UNICEF safe drinking water supply and sanitation programme activities;

7. Recognizes that some guinea worm endemic countries have already taken concrete measures towards the elimination of the disease in the 1990s through active case searches to define the magnitude and distribution of the disease, as well as the formulation of national plans of action;

8. Calls upon all endemic States to intensify measures towards the elimination of guinea worm disease in the 1990s;

9. Authorizes the Executive Director to support guinea worm endemic States in the active case search of the disease and in the formulation of national plans of action;

10. Approves an allocation of $1,550,000 for the two-year period 1989-1990 for guinea worm country studies and supporting services, as set out in documents E/ICEF/1989/CRP.2 and E/ICEF/1989/P/L.35, with a view to the attainment of the goal of elimination of the disease in the 1990s.

1989/16. Drug abuse among children

On the recommendation of the Programme Committee,

The Executive Board,

Taking into account General Assembly resolution 43/121, which called upon the competent international agencies and the United Nations Fund for Drug Abuse Control (UNFDAC) to assign high priority to financial support for campaigns to

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prevent drug abuse by children and programmes to rehabilitate drug-addicted minors,

Also taking into account the Executive Director's request for guidance from the Executive Board concerning activities to be pursued with respect to the problem of drug addiction among children (E/ICEF/1989/CRP.3 and Corr.1),

Recognizing the serious concern of many Governments at the appearance and rapid growth of the problem of the abuse of drugs and psychotropic substances among children, especially those from segments of society living in extreme poverty and in especially difficult circumstances,

1. Requests the Executive Director, taking into account the views expressed by members of the Executive Board at its 1989 session and any work being carried out by competent bodies of the United Nations system, to give immediate attention and to cooperate with interested Governments as part of the country programming process, in the planning of an objective assessment of the causes and magnitude of the problem of the abuse of drugs and psychotropic substances among children, especially those from social groups living in extreme poverty in developing countries exposed to drug abuse;

2. Also requests that, while such assessment is being carried out, the Executive Director cooperate with interested Governments as part of the country programming process, in implementing programmes for prevention, utilizing resources already available from governmental, non-governmental and community sources and the activities undertaken by UNFDAC and other United Nations funds and agencies under health, education and welfare programmes in host countries targeted to minors in especially difficult conditions, and to mobilize the necessary financial and technical resources;

3. Encourages the Executive Director to include information on the extent of the drug problem among children in the context of the regular situation analyses that are undertaken as part of the country programming process.

1989/19. Tobacco smoking: its impact on children and women

On the recommendation of the Programme Committee,

The Executive Board

Recommends that in order to protect children, youth and the unborn child, UNICEF should be more actively involved in control of tobacco use programmes, especially in the preventive aspects involving public education, school and maternal education and legislation to protect the vulnerable population and to promote the creation of a social attitude where the non-use of tobacco becomes the norm as set forth in E/ICEF/1989/CRP.5 and Corr.1.

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1990/20. Acute respiratory infections

On the recommendation of the Programme Committee,

The Executive Board,

Acknowledging that acute respiratory infections rank among the most common childhood diseases and that acute respiratory infections are among the most frequent causes of child mortality,

Bearing in mind the goal endorsed by the Executive Board at its 1989 session to reduce by 25 per cent the deaths due to acute respiratory infections in children under five years of age,

Having considered at its 1990 regular session documents E/ICEF/1990/L.7 entitled "Acute respiratory infections" and E/ICEF/1990/CRP.2,

1. Accepts the recommendations of the Executive Director;

2. Urges the Executive Director in close cooperation with the World Health Organization (WHO) to give due attention, within the activities defined in the medium-term plan, to the development and funding of strategies and pilot programmes for the control and prevention of acute respiratory infections, within the context of its basic health care programmes, in collaboration with developing countries, non-governmental organizations and bilateral donors involved;

3. Further requests the Executive Director to complement and strengthen the activities of WHO in the development and testing of strategies and methodologies for diagnosis and case management, in particular to encourage the rational use of drugs, with special attention given to antibiotics, inter alia by sharing with WHO, the experience obtained in programmes supported by UNICEF;

4. Calls for a report to be presented at the 1992 regular session of the Executive Board detailing the structure of UNICEF cooperation with WHO and other actors and drawing on evaluations of UNICEF activities in support of national acute respiratory infections programmes in developing countries and on other research findings.

E. Children in especially difficult circumstances

1986/12. Children in especially difficult circumstances

1. Notes the broad and strong consensus on the timeliness of the policy review undertaken on the important subject of children in especially difficult circumstances, taking particular note of the fact that its joint session with the non-governmental organization Forum focused attention on this subject, and expresses appreciation to the UNICEF secretariat for involving and consulting with concerned organizations in the preparation of the documentation on the subject (E/ICEF/1986/L.3 and E/ICEF/1986/L.6);

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2. Notes the recommendations contained in document E/ICEF/1986/L.3 and in that context reaffirms UNICEF's mandate and its responsibilities for the child as a whole;

3. Notes with concern the large and growing number of children in especially difficult circumstances, notably children in areas of armed conflict and those affected by natural disasters, children in exploitative work situations, street children and children subject to abuse and neglect, and recognizes that feasible preventive and rehabilitative measures are available to support physical, mental and social development of many of those children; and notes the support of the international community for the early adoption of a convention on the rights of the child which bears significantly on the situation of those children;

4. Endorses the following activities, among others, as UNICEF's response with regard to the children in especially difficult circumstances:

(a) At the country level:

(i) The scope of the regular analysis of the situation of children should be widened, where feasible, to include children in especially difficult circumstances in order to enable appropriate consideration for policy or programme action;

(ii) UNICEF support may be provided to government organizations, universities, institutes, non-governmental organizations and community-based organizations to formulate policies and to plan and implement effective actions for children in especially difficult circumstances;

(iii) The country programmes should include support, where it is needed and requested, for children in especially difficult circumstances and, wherever possible, should integrate such support into the existing UNICEF-supported programmes;

(iv) UNICEF should promote, where necessary, in Government, professional groups and private sectors, enhanced awareness concerning children in especially difficult circumstances and of the need for preventive and rehabilitative action for them;

(b) At the international level:

(i) UNICEF should collaborate closely with other relevant international agencies involved in actions relating to children in especially difficult circumstances. Regarding street children, UNICEF should play a major role within the United Nations system and collaborate with concerned agencies;

(ii) UNICEF should, in collaboration with National Committees, international agencies and non-governmental organizations, promote dissemination of information and raising of awareness about children in especially difficult circumstances and the need for appropriate action;

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(iii) UNICEF, in collaboration with Governments, should promote and assist the collection, analysis and diffusion of information with regard to the children in especially difficult circumstances. It should also contribute to an information-sharing network, including transfer of scientific/technical knowledge from developed to developing countries pertaining to this area;

(iv) UNICEF should take active interest and participate in the work being done within the United Nations system for the establishment of a legal framework for rights, needs and requirements for children;

(v) All countries should consider increasing resources contributed to UNICEF to undertake expanded programme activities with regard to children in especially difficult circumstances. UNICEF should also seek specific-purpose contributions, where appropriate, for projects in this area. Technical assistance and training facilities may also be provided to countries, upon their request, for better and effective implementation of such projects;

5. Requests that UNICEF develop an implementation strategy with special attention to improved staff training and appropriate allocation of resources and staff time within the framework of its mandate to undertake activities relating to children in especially difficult circumstances, taking into account its priorities and overall resource situation, and the need for UNICEF to concentrate mainly on advocacy and to rely primarily on Governments and voluntary agencies for implementation;

6. Requests that activities undertaken by UNICEF in this area be reported annually through the Executive Director's report to it at its sessions.

1990/6. Children in especially difficult circumstances

On the recommendation of the Programme Committee,

The Executive Board,

Deeply concerned that many children in developing countries, as well as quite a large number in industrialized countries, find themselves in situations of neglect, abandonment and exploitation as is the case of street children, refugee children, children in situation of armed conflict, child victims of natural disasters, orphans, children affected by AIDS, disabled children and youth trapped in the bondage of prostitution, drugs and exploitative work conditions, victims of sexual abuse, maltreatment by parents and guardians,

Convinced of the urgent need for concerted efforts to find more effective and innovative ways to protect and rehabilitate children already in such circumstances and to tackle the root causes that lead to such situations in order to prevent them,

1. Urges the Executive Director to ensure the application and development of research into the efforts to protect and rehabilitate these children or to mitigate and prevent the occurrence of these difficult circumstances, in order

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to continuously analyse their causes and effects and concurrently update strategies, interventions and programmes to ensure their efficacy and cost-effectiveness;

2. Requests the Executive Director to include in his report to the next session of the Executive Board information on the implementation of this resolution.

F. Education

1989/17. Establishment with the United Nations Educational, Scientific and Cultural Organization of a Joint Committee on Education Policy

On the recommendation of the Programme Committee,

The Executive Board

Approves the establishment with the United Nations Educational, Scientific and Cultural Organization (UNESCO) of the UNESCO/UNICEF Joint Committee on Education Policy, representing the Executive Boards of the two organizations, to facilitate a high-level exchange of views on policy and approaches in areas of mutual interest and to make appropriate recommendations to the executive boards of the two organizations as set forth in E/ICEF/1989/L.15 and Corr.1.

1990/23. UNESCO/UNICEF Joint Committee on Education

On the recommendation of the Programme Committee,

The Executive Board

1. Adopts the following recommendations of the Joint Committee on Education as contained in document E/ICEF/1990/L.11:

(a) To endorse the World Declaration on Education for All and the Framework for Action to Meet Basic Learning Needs adopted by the World Conference on Education for All;

(b) To recommend for endorsement to the forthcoming World Summit for Children, the World Declaration on Education for All and the Framework for Action to Meet Basic Learning Needs, relating these initiatives to the United Nations Convention on the Rights of the Child and to the international development strategy for the Fourth United Nations Development Decade;

(c) To recommend for endorsement to the forthcoming International Conference on Education, the World Declaration on Education for All and the Framework for Action to Meet Basic Learning Needs;

(d) To endorse the development of the strategy of using "universal access to and achievement of primary education by the year 2000" as the cutting edge of Education for All;

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(e) To endorse the statement on follow-up adopted at the closing session of the World Conference on Education for All;

(f) To welcome the fact that UNESCO, in line with its mandate, will provide services to facilitate the follow-up;

(g) To encourage the development of strategies at national level aimed at meeting the basic learning needs of youth and adults, as well as children, recognizing the importance of achieving equality through significantly reducing adult illiteracy rates, particularly those of women, as well as the poor and the disadvantaged groups, and of providing opportunities for all to acquire essential knowledge and life skills (e.g., environmental and scientific literacy, Facts for Life, family life education and social education);

(h) To encourage the organizations to identify and make maximum use of existing mechanisms at all levels to pool and share information on learning needs, to take stock of innovative activities aimed at meeting basic learning needs and at assessing learning achievement, monitoring progress towards the goal of Education for All, and to disseminate information on relevant experiences;

(i) To note the increasing importance of both traditional and mass means of communication - the "third channel" - for conveying useful information and in providing basic education for all;

(j) To emphasize that learning needs must be defined and priorities decided by way of a participatory process and that the policy implemented must utilize and develop locally available resource persons and learning opportunities. Initiatives must be sensitive to socio-economic and environmental conditions and the cultural context, particularly at community level;

(k) To request the respective secretariats to continue the cooperation between UNESCO and UNICEF in analysing the social impact of structural adjustment, emphasizing the moral obligation of these organizations to assist States in defending the rights of all people to basic education and human dignity;

(l) To emphasize that additional resources will be required to ensure universal access to and achievement of basic education for all by the year 2000, which necessitate reallocation and mobilization of resources at international, national and community levels;

(m) To recommend that the organizations allocate increased resources to provide seed funds for innovative activities in formal and non-formal education to meet the basic learning needs of those now underserved by established systems of education, and particularly to overcome the male/female disparities in educational opportunities;

(n) To request the secretariats of UNESCO and UNICEF to jointly prepare an assessment of further opportunities for cooperation in basic education in their respective programmes at national, regional and international levels, and to

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take action to strengthen modes of cooperation, reporting thereon to their respective Boards and the Joint Committee on Education;

(o) To further encourage that UNICEF and UNESCO support systems at national and regional levels (representatives, commissions and committees) jointly and actively promote Education for All;

(p) To call upon the agency heads and the respective secretariats to continue cooperation with other agencies and other partners in the spirit of Jomtien;

2. Approves further, as a follow-up measure to recommendation (m) above (listed as recommendation 13 in document E/ICEF/1990/L.11) of the Joint Committee on Education, the establishment of a basic education reserve to support national, regional and international efforts, especially for innovative initiatives and for support to countries for start-up activities and for actions that were not foreseen in country programmes (see also the recommendation contained in document E/ICEF/1990/P/L.43).

G. Family planning

1990/7. Family planning

On the recommendation of the Programme Committee,

The Executive Board,

Bearing in mind the impact of family planning on the well-being of mothers and children,

Recalling General Assembly resolution 44/210 of 22 December 1989 and the Amsterdam Declaration on A Better Life for Future Generations, [1] adopted by the International Forum on Population in the Twenty-First Century, held at Amsterdam from 6 to 9 November 1989,

Aware of the limited resources available for ensuring an adequate health and education standard for mothers and children,

Recognizing that too rapid population growth may constitute a major impediment to development in many countries,

Stressing the necessity of full cooperation in the field of family planning with other relevant United Nations programmes, each within its own mandate, notably those of the United Nations Population Fund and the World Health Organization,

Appreciating the efforts already undertaken by UNICEF to promote child spacing,

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[1] A/C.2/44/6.

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Requests the Executive Director to include in his annual report for the 1991 session of the Executive Board, a specific section on UNICEF efforts in the field of family planning, including child spacing, as an integral part of primary health care, giving examples of problems identified, efforts to deal with them and progress made in the implementation of programmes.

1990/36. Family planning

The Executive Board,

Recalling its decision 1990/7 on family planning,

Noting decision 90/35 of the Governing Council of the United Nations Development Programme in which, *inter alia*, it requested the United Nations Population Fund to take the necessary steps to initiate the preparation, based on specific country studies, of a joint report on collaborative programme activities with the United Nations Children's Fund and - as far as possible - other organizations, notably the World Health Organization and the International Bank for Reconstruction and Development, and to submit the report to the Governing Council, at its thirty-ninth session,

Requests the Executive Director to collaborate with the United Nations Population Fund in the preparation of this report and to submit it to the Executive Board at its regular session in 1992.

H. Water supply and sanitation

1988/2. Water, sanitation and health for all by the year 2000: UNICEF actions for the years to come

On the recommendation of the Programme Committee,

The Executive Board,

Recognizing the necessity for further improvements in water supply, sanitation and hygiene education to reach the target of "Health for all by the Year 2000", as described in document E/ICEF/1988/L.4,

Aware of the need to develop even closer cooperative links with other organizations to attain the objectives of improved infant and child health and development, especially relating to the control of diarrhoeal diseases,

1. Confirms that UNICEF should continue to promote the use of low-cost technologies and to advocate their acceptance in national planning and local implementation so as to achieve national coverage, sustainability and cost-effectiveness, and as much as possible based on the principle of replicability;

2. Urges that higher priority be given to human resource development as a critical factor in achieving and maintaining nation-wide water supply and sanitation coverage;

3. Further urges that sanitation, hygiene and health education be given prominence in existing and future water projects and that these be closely linked with diarrhoeal disease control programmes;

4. Recommends that greater attention be given to social mobilization at all levels and to the participation of beneficiaries so as to accelerate the rate of implementation and the coverage of programmes in this sector;

5. Further expects that the targets of assistance to this sector as projected in the medium-term plan for the period 1987-1991 (E/ICEF/1988/3) be met while promoting fund-raising to attract further supplementary assistance.

I. The Bamako Initiative

1988/3. The Bamako Initiative

On the recommendation of the Programme Committee,

The Executive Board,

Strongly welcoming the Bamako Initiative,

Taking into consideration the comments made by the members of the Executive Board,

1. Approves in principle the policy framework for the Initiative, initially for five years, as set out in documents E/ICEF/1988/P/L.40 and E/ICEF/1988/CRP.2;

2. Authorizes UNICEF to seek funding from interested donors for support;

3. Considers that it is advantageous to proceed from ongoing experiences and evaluate them before embarking on a comprehensive programme;

4. Decides that individual country programmes, having regard to the Bamako Initiative, should be submitted to the Executive Board for approval, either at regular Board sessions or, if necessary for more rapid action, by mail poll;

5. Also approves, in the meantime, an allocation of $2 million from general resources for preparatory work and the authority to spend this allocation and up to $30 million of supplementary-funded resources for initiating actions at the country level;

6. Requests the secretariat to report annually to the Executive Board on progress in this initiative.

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1989/15. The Bamako Initiative

On the recommendation of the Programme Committee,

The Executive Board,

Recalling resolution 1988/3 on the Bamako Initiative,

Welcoming the informative and frank progress report on the Bamako Initiative, as contained in documents E/ICEF/1989/L.3 and Corr.1 and Corr.2 and E/ICEF/1989/P/L.26,

Taking into consideration the comments made by the members of the Executive Board and the discussions of the World Health Organization (WHO)/UNICEF Joint Committee on Health Policy,

Noting the views expressed on issues of sustainability, the interface with existing primary health care and essential drugs systems, the rational use of drugs, equity of access to primary health care, training and management and cooperation with other international and non-governmental bodies, and noting also the efforts of those currently designing projects to take account of these factors,

Welcoming the strong political support for the Bamako Initiative from African leaders, including Heads of State and Governments,

1. Reaffirms the main thrust of the policy framework for the Bamako Initiative, as developed jointly with WHO, stressing the need further to develop the guidelines in light of the views expressed at the Executive Board and experiences gained in the field;

2. Supports the development of actions within national primary health care programmes and UNICEF country programmes of cooperation, based on ongoing experiences and adjusted to specific local conditions;

3. Calls on UNICEF further to integrate into the Initiative, education and communication components which will assist greater community involvement and participation;

4. Urges UNICEF to seek supplementary funding from interested donors for support to individual country programmes, in addition to the allocation of $10.5 million from general resources for continuing preparatory work and operational studies;

5. Invites the Executive Director and donors who contribute supplementary funds to continue to include in projects for UNICEF financing adequate resources for monitoring and evaluation so as to ensure that the lessons learned are drawn upon in any extension of the experiments more widely in the country concerned or for application elsewhere;

6. Encourages UNICEF to make greater use of national and regional experts in the implementation of the Initiative, and to ensure the exchange of experiences between involved countries;

7. Further encourages UNICEF to work closely with Governments, other agencies and national and international non-governmental organizations who have gained experience in the field, to ensure cooperation and complementarity of efforts;

8. Requests the Executive Director to report on progress and the results of evaluations of the implementation of the Initiative at the 1990 session of the Executive Board.

1990/15. The Bamako Initiative

On the recommendation of the Programme Committee,

The Executive Board,

Recalling resolution 1988/3 and decision 1989/15 on the Bamako Initiative,

Noting with interest the progress report on the Bamako Initiative as contained in document E/ICEF/1990/L.3,

Welcoming the positive outcome of the Freetown Conference on Community Financing in Primary Health Care (PHC) in September 1989, between UNICEF, the World Health Organization (WHO), donors, non-governmental organizations (NGOs) and African experts,

Recognizing that the Bamako Initiative is indicating a significant progressive trend, which may help to mitigate the effects of social and economic difficulties,

Considering the continued strong political support for the Bamako Initiative from African Heads of State and Government, NGOs and other leaders,

1. Recognizes the Bamako Initiative as an important strategy in the revitalization of health systems in African countries at the community and peripheral levels, in helping to create the necessary conditions for sustaining expanded programme on immunization coverage and achieving the joint WHO/UNICEF health goals of the 1990s;

2. Reaffirms the main thrust of the policy framework for the Bamako Initiative, as developed jointly with WHO, to make PHC/maternal and child health services universally accessible, to promote the provision of essential drugs and appropriate measures to ensure cost recovery, with a decentralized integrated health delivery system based on community control, and bearing in mind the need for an equitable access for the poorest of the community;

3. Urges UNICEF to accelerate, in accordance with local circumstances, the process of making the Bamako Initiative, based on the principles in the previous paragraph, the core of the health programmes with the necessary allocation of resources within the context of ongoing and new country programmes, in addition to a more vigorous effort at securing the necessary supplementary funding from donors to respond to the enormous needs of African countries;

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4. Invites the Executive Director to continue to include in Bamako Initiative programmes adequate resources for monitoring and evaluation so as to ensure that the lessons learned are drawn upon in any extension of the programmes;

5. Stresses the importance of ensuring sustainability of the activities and programmes undertaken under the Initiative;

6. Requests the Executive Director in this context to place special significance on assisting African Governments in national capacity-building and, as an important part of these efforts, to make greater use of national and regional experts in the implementation of the Initiative, to ensure the exchange of experiences between involved countries and to report on this in the annual reports to the Board;

7. Further encourages UNICEF to work closely with Governments, other agencies and national and international non-governmental organizations that have gained relevant experience to ensure cooperation and complementarity of efforts;

8. Further requests the Executive Director to report to the 1991 session of the Executive Board on the full implementation of this resolution.

J. The International Child Development Centre

1987/22. The International Child Development Centre in Florence, Italy (E/ICEF/1987/P/L.31 and Add.1)

The Executive Board, on the recommendation of the Programme Committee:

1. "Noted" an amount of $8,100,000 for the establishment of the United Nations Children's Fund International Child Development Centre at the "Spedale degli Innocenti" in Florence, Italy, for which the Government of Italy has pledged a sum of 3.5 billion lire (approximately $2.7 million) per year for three years (1987-1989), with the understanding that there will be no general resources expenditures incurred for the upkeep and basic staff of the Centre during this period or thereafter. In making this recommendation, the Board notes with gratitude the act of goodwill of the Government of Italy which has been rendering such broad support to the Fund, and takes note with appreciation that the Italian Government has expressed its firm intention to promote, at the given time, the initiatives which will be suitable to extend, without interruption, the life of the Centre after the agreed three years;

2. In "noting" this project, requested the Executive Director to work out the financial, institutional, administrative, programme and statutory arrangements concerning the Centre, taking into account the concerns expressed during the Board session as well as the need for:

(a) A proper freedom of intellectual inquiry, while being action-oriented and responsive to the goals and objectives of the Fund;

(b) Ensuring the development of the Centre as a truly international institution of UNICEF, with strong and effective linkages with other centres of

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training and action research concerned with children elsewhere in the world, in particular in the developing countries;

3. Requested the secretariat to prepare a report on these arrangements to be circulated as early as possible to the 1988 session of the Board and to be considered as a separate agenda item in the Programme Committee.

1988/5. Progress report on the organization, planning and initial activities of the International Child Development Centre

On the recommendation of the Programme Committee,

The Executive Board,

Taking into consideration the comments made by the members of the Executive Board,

1. Takes note of the progress report;

2. Requests the Executive Director to submit annual reports on the activities of the Centre for the first three years.

K. Africa

1986/18. Special session of the United Nations General Assembly on the critical situation in Africa

The Executive Board,

Noting with satisfaction the decision of the United Nations General Assembly to convene a special session to consider in depth the critical economic situation in Africa, focusing, in a comprehensive and integrated manner, on the development problems and challenges facing African countries,

Emphasizing that this special session should reflect the concern of the international community for the peoples and countries of Africa,

Expressing its appreciation to the international community and the United Nations system for their positive response to the emergency situation in Africa and recognizing the need to continue to extend that support to fulfil unmet emergency and development needs of African countries in a well coordinated and concerted manner,

Expressing its conviction that the efforts to overcome the critical situation in Africa will require innovative and action-oriented policies and programmes aimed at developing and benefiting from the vast human resources of the African continent,

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Stressing that measures aimed at ensuring a better future for children and their welfare and well-being are an integral part of the development of human resources,

Requesting policy makers to keep always in mind the potential impact on the food, nutrition and health of the more vulnerable groups in African societies, notably low-income women and children, of steps deemed necessary to address national economic problems,

1. _Calls upon_ the General Assembly at its special session to support policies and programmes aimed at development of human resources in Africa taking into full account the needs of the children and mothers in the overall development objectives and plans;

2. _Also calls upon_ the General Assembly at its Special Session to support policies and programmes which could, _inter alia_, enable African States to achieve with other nations the global objective of health for all by the year 2000, as well as the goal of universal child immunization by 1990, which has been endorsed by African Ministers of Health;

3. _Commends_ the Executive Director for his valuable efforts in taking timely and appropriate steps in responding to the critical situation faced by the children and mothers in Africa;

4. _Decides_ that UNICEF, within its mandate, shall take into full account the relevant recommendations of the General Assembly at its special session and make necessary efforts, in accordance with decisions of the Executive Board, and in collaboration with the organs, organizations and bodies of the United Nations system as well as with the non-governmental organizations, for the implementation of these recommendations;

5. _Requests_ the Chairman of the Executive Board to bring, in an appropriate manner, the contents of the present resolution to the attention of the General Assembly at its special session commencing on 27 May 1986 in New York.

1988/21. _UNICEF response to the United Nations Programme of Action for African Economic Recovery and Development 1986-1990_

The Executive Board,

1. _Decides_, in accordance with Economic and Social Council resolution 1988/1 of 5 February 1988, to request the Executive Director to prepare a report on the contribution of UNICEF from 1 June 1986 to 31 July 1988 in support of the implementation of the United Nations Programme of Action for African Economic Recovery and Development 1986-1990;

2. _Requests_ the Executive Director to submit this report not later than 31 July 1988 to the _Ad Hoc_ Committee of the Whole which has been entrusted with the preparation of the review and appraisal of the Programme of Action.

1988/23. Mobilization for development of the African child

The Executive Board,

Recalling its resolution 1986/18 on the special session of the General Assembly on the critical economic situation in Africa,

Bearing in mind General Assembly resolution S-13/2 of 1 June 1986 on the United Nations Programme of Action for African Economic Recovery and Development 1986-1990, in which human resource development was identified as one of the five priority areas and particularly the importance of women as well as the needs of the child in African development,

Welcoming UNICEF support for initiatives from within the continent on behalf of the African child, particularly, the Bamako Initiative, the Dakar Plan of Action and the Harare Declaration,

Noting with interest the Organization of African Unity Summit of the Assembly of Heads of State and Government of July 1987, in which the Summit declared 1988 as the Year of Protection, Survival and Development of the African Child,

Mindful that Africa represents today the greatest development challenge for the remainder of the century, and at the centre of that development is the African child,

1. Endorses UNICEF programme policies and strategies for Africa as contained in document E/ICEF/1988/L.5, and urges UNICEF in this regard to collaborate fully with the other United Nations organizations and non-governmental organizations in Africa;

2. Calls on interested donor countries to make additional resources available to UNICEF to support policies and programmes of African countries for the protection and development of the African child;

3. Calls further on the Executive Director, taking into full account the observations of African Governments, to initiate or strengthen as a priority, programmes aimed at preparing the African child for its role in the process of development;

4. Requests the Executive Director to report to the Board on the implementation of the present resolution at its next session.

1990/9. Children and women in South Africa

On the recommendation of the Programme Committee,

The Executive Board,

Recalling General Assembly resolution 44/22 A and K of 12 December 1989 and the consensus "Declaration on Apartheid and its Destructive Consequences in

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Southern Africa" (S-16/1) of the sixteenth special session of the United Nations of 14 December 1989,

Recalling the UNICEF report entitled "Children on the Front Line" of 1989 and the "Report of the United Nations Special Committee against Apartheid" (A/AC.115/L.665) of 16 January 1990,

Having considered the UNICEF report on "UNICEF support for children and women in South Africa" (E/ICEF/1990/P/L.42) of 30 March 1990 and the presentation on women and children given by the UNICEF Regional Director for Eastern and Southern Africa,

Convinced that the continuation of the policy and practice of apartheid is detrimental to the well-being of the peoples of South Africa and southern Africa, in particular, women and children,

Gravely concerned about the large numbers of homeless, abandoned, displaced and street children in South Africa,

Expressing concern about the high infant mortality rate among the black children of South Africa, which is approximately 10 times higher than that of white children and is one of the highest in the region,

1. Reaffirms that it is a primary responsibility of the United Nations and the international community to take all the necessary action for the eradication of apartheid and, in particular, the need for effective pressure on the South African authorities as a peaceful means of achieving the total elimination of apartheid;

2. Reaffirms UNICEF efforts in line with the Executive Board decision of 1978 that the needs of South African children and women in the refugee camps in the neighbouring States warrant support;

3. Supports UNICEF cooperation with the Government of the newly independent State of Namibia for the provision of services to the children and women of that country;

4. Further supports UNICEF cooperation with non-governmental organizations, which are seized with problems relating to children and women inside South Africa, in full consultation with the African National Congress and the Pan Africanist Congress of Azania;

5. Requests UNICEF to operate in accordance with the relevant United Nations resolutions regarding collaboration with the South African regime;

6. Urges the international community to continue providing appropriate forms of support to the oppressed children and women of South Africa;

7. Requests the Executive Director to report in his annual report on these activities to the Executive Board.

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L. Central and Eastern Europe

1990/5. Central and Eastern Europe

On the recommendation of the Programme Committee,

The Executive Board,

Recognizing UNICEF global concern for children,

Noting the particular pressures on children at this time in countries of Central and Eastern Europe and the particular needs of children as set out in the information note on children in Eastern Europe (E/ICEF/1990/CRP.4) within the context of the UNICEF concern for children in industrialized countries as indicated in the medium-term plan (E/ICEF/1990/3 and Corr.1),

Reconfirming the UNICEF commitment to concentrate its financial support in developing countries,

1. Requests the Executive Director, as a special effort of transitional support over the transitional period of 1990-1992:

(a) To report on the impact on children of the changing situation in Central and Eastern Europe and to keep the development under review;

(b) In response to requests, to provide technical support to rethink policies for child survival, development and protection in the context of the new situations of Central and Eastern Europe. This support during the period of transition should draw on UNICEF experience with low-cost technologies and approaches to health, nutrition, early childhood education and other sectors;

(c) To respond on an exceptional basis to specific requests for support within normal UNICEF practices.

UNICEF is authorized without any diversion of support from developing countries to spend additionally up to $1 million per year from the administrative budget during the period of 1990-1992. The $1 million per year should, to the maximum extent possible, be replenished by special contributions. Costs should be covered, inasmuch as possible, through the utilization of non-convertible currencies from concerned Central and Eastern European countries.

The funds will be spent in support of data collection on the situation of children and women, analytical studies, technical workshops, information materials and other related activities. The $1 million will also cover necessary staff costs.

In this context, and in accordance with the present division of labour within UNICEF, the Geneva Office should be directly associated with these activities.

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2. Requests the Executive Director to consult closely with other United Nations organizations active in Central and Eastern Europe, so as to avoid unnecessary duplication;

3. Further requests the Executive Director to report to the Executive Board on progress made with the above activities in 1991 and 1992 as part of the report of the Executive Director.

M. Latin America and the Caribbean

1986/19. UNICEF priorities in Latin America

The Executive Board,

Taking note of the views expressed by the delegations of all the Latin American and Caribbean countries on the Board, namely Argentina, Brazil, Chile, Colombia, Cuba, Mexico and Venezuela,

Recognizing the impressive acceleration of immunization and oral rehydration therapy activities in Latin America, directed towards the goal of universal immunization by 1990,

1. Expresses its complete support for UNICEF cooperation with Governments;

2. Recommends that these efforts continue in the Latin American region with special emphasis on:

(a) Giving intensive support to programmes designed to go beyond child survival and ensure the full development of the child. Accordingly, priority should be given to all programmes aiming at the monitoring of children's growth and development, supplementary feeding and the promotion of breast-feeding;

(b) Supporting programmes in pursuit of women's full participation in development as a means of raising the quality of life for the family. To this end, it is important to launch or accelerate such programmes as training, employment and the generation of new sources of income for women; protecting the relationship of the mother to her children; and access to health services and, in general, to opportunities which imply an improvement in living conditions for women and children;

(c) Supporting programmes concerned with children in especially difficult circumstances and in particular, street children and abandoned children;

(d) Coordinating efforts to solve the main problems faced by children in difficult circumstances, working in harmony with Members States and in close collaboration with other international and non-governmental organizations;

(e) Continuing research on the impact of economic recession on social programmes designed to improve the living conditions of the most vulnerable groups of the population.

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1987/21. Priorities of the United Nations Children's Fund in Latin America and the Caribbean

The Executive Board, on the recommendation of the Programme Committee,

Bearing in mind the views expressed by the delegations of the countries forming the region of Latin America and the Caribbean and especially their concern at the steady worsening of the economic situation of the region and at the resulting impoverishment of increasingly broad segments of the population,

Aware of the need to coordinate, through concerted action, measures designed to reduce the risks to children and the family arising from present economic and social conditions in the areas of health, nutrition, education and reduced incomes and, in particular, to promote their social integration,

Considering that immunization campaigns and other measures of the child survival and development strategy continue to be carried out in Latin America and the Caribbean with a view to attaining the goal of universal immunization by 1990 and to improving the quality of life of children,

1. Decided:

(a) To express its recognition of the Fund's collaboration with the Governments of Latin America and the Caribbean in support of their national programmes for children;

(b) To request the Fund to identify a greater number of criteria in order to evaluate better the local and regional risk situations affecting broad sectors of the population who live in conditions of extreme poverty, especially children and women. This will make it possible to highlight critical situations among those groups and to ensure timely action in order to prevent a further deterioration in their health and conditions of life;

(c) To urge the Fund to intensify its actions with a view to heightening the international community's awareness of the causes of the impoverishment of Latin America and the Caribbean in order to form a united front against poverty;

(d) To recommend that the Fund's efforts in the region should be continued and intensified, in agreement with the Governments and in accordance with the national priorities established by them and that, in particular, the Fund should:

(i) Make a contribution to the poverty-eradication programmes being pursued by Governments, many of which have reordered their priorities to that end, as an effective means of providing ongoing protection to children in an effort to ensure not only their survival but their full development;

(ii) Expand programmes concerned with children in especially difficult circumstances, particularly street children and abandoned children, with a view to alleviating their critical situation and promoting their social integration;

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(iii) Continue its support for programmes designed to bring about women's full integration in development, as a means of improving the quality of life of the family;

(iv) Participate more actively in research, in collaboration with the Economic Commission for Latin America and the Caribbean among others, into the impact of the economic crisis on social programmes, and in the analysis of all factors that adversely affect the family, especially in order to detect in good time the most vulnerable groups of the population.

1988/22. UNICEF participation in the development of Latin America and the Caribbean

The Executive Board,

Taking into account the views expressed by the delegations of Latin America and the Caribbean to the effect that despite the efforts of their Governments, the continuing imbalances in the international economy have turned the region into a net exporter of capital, which has caused a deterioration of their economic and social situation, seriously endangering the child population and creating conditions for the transfer of extreme poverty to the next generation,

Aware that the effort to further the consolidation of actions and initiatives designed to ensure child survival and integrated child development is largely a matter for the Governments and national societies of the countries affected, in accordance with the priorities drawn up by their respective Governments,

Taking into consideration the experience accumulated in the region of Latin America and the Caribbean in the successful design and implementation of social policies with community participation, which should provide a means of strengthening activities in the field of intraregional cooperation,

Reiterating the importance of the immunization activities and other measures embodied in the child survival strategy pursued by UNICEF in Latin America and the Caribbean to assist Governments in their efforts to achieve the objectives of universal immunization by 1990 and to improve the quality of life of children,

Reiterating the contents of Executive Board decision 1987/21 on UNICEF priorities in Latin America and the Caribbean,

Expressing its satisfaction with the collaboration extended by the Regional Office of UNICEF to the Governments of Latin America and the Caribbean in support of their national, subregional and regional programmes on behalf of children and the family,

Drawing attention to the establishment of a special facility for Latin America and the Caribbean, to be funded out of general resources, in the amount of $2 million a year for five years beginning in 1988,

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1. Requests the Executive Director of UNICEF to submit to the Executive Board in 1990 a report on the utilization of that facility, identifying the allocation criteria;

2. Urges the Executive Director to continue his activities to alert the international community to the effects on children of the deterioration of the region's socio-economic situation;

3. Requests the Executive Director to continue participating in regional initiatives to combat absolute poverty;

4. Requests the Executive Director to expand support for programmes concerned with children in especially difficult circumstances, particularly children living in extreme poverty, street children and abandoned children, with a view to alleviating their critical situation and promoting their social integration;

5. Recommends that the Executive Director continue his support for programmes designed to bring about women's full integration in development, as a means of improving the quality of life of the family.

1989/13. Latin America and the Caribbean

On the recommendation of the Programme Committee,

The Executive Board,

Mindful that the resources allocated through the Special Adjustment Fund for Latin America and the Caribbean (SAFLAC) approved in Executive Board resolution 1988/22 have had a beneficial impact,

Aware of the need to increase general resources with a view to ensuring the attainment of the targets set by the developing countries, including those of Latin America and the Caribbean and those laid down in the UNICEF medium-term plan,

Decides to consider in the light of the report of the Executive Director in 1990, in accordance with the provisions of operative paragraph 1 of resolution 1988/22, an allocation of an appropriate amount of resources to SAFLAC, without prejudice to the allocation of resources to other regions.

1990/10. Latin America and the Caribbean

On the recommendation of the Programme Committee,

The Executive Board,

Taking into account the view expressed by the delegations of Latin America and the Caribbean that, in spite of the efforts of Governments and national associations, the social situation has continued to deteriorate as a consequence of the difficult economic circumstances affecting the region, resulting in the growth and spread of poverty,

Aware of the importance of actively promoting efforts to strengthen child survival and development programmes as a basis for preventing the transfer of poverty from one generation to another, especially when such efforts involve education and the promotion of community organization and participation,

Reaffirming what is stated in Executive Board resolution 1988/22 with regard to the problems affecting the region and UNICEF priorities in Latin America and the Caribbean,

Noting the positive results achieved by the establishment of the Special Adjustment Facility for Latin America and the Caribbean (SAFLAC),

1. Requests the Executive Director of UNICEF to continue the efforts to develop a concrete financing mechanism to be set up in conjunction with the Inter-American Development Bank, as agreed in Executive Board decision 1989/9;

2. Requests the Executive Director to promote and strengthen early childhood education programmes in Latin America and the Caribbean, particularly for children under the age of six years, including components for early stimulation, basic education, health, nutrition and promoting community organization and participation;

3. Requests the Executive Director to promote safe motherhood programmes, including the reduction of the phenomenon of early or unwanted maternity;

4. Requests the Executive Director to promote and support the development of strategies for providing school-age children with additional support during out-of-school hours, including measures for providing care and stimulating activities in recreation areas as well as support for school performance in order to prevent the undesirable phenomena associated with truancy, such as exposure to illicit drug trafficking and all the dangers to which children are exposed in the street.

N. Women in development and the girl child

1986/4. Women in development

The Executive Board, on the recommendation of the Programme Committee (E/ICEF/1986/P/L.30), which expressed general support for the outline of the programme implementation strategy on UNICEF's response to women's concerns, as contained in document E/ICEF/1986/CRP.25, endorsed the proposal that women in development be a subject for deliberation at future sessions as a separate agenda item on the basis of a separate report on UNICEF activities relating to women in development. For the 1987 session, the report should contain a detailed implementation strategy on UNICEF's response to women's concerns with verifiable objectives and a time-frame for implementation. The Executive Director's report for 1987 should also contain steps taken by UNICEF regarding implementation of General Assembly resolutions 40/108 and 40/258.

1987/18. Implementation strategy for UNICEF policy on women in development

The Executive Board, on the recommendation of the Programme Committee:

(a) Endorsed the various actions and time-bound objectives mentioned in the implementation strategy for UNICEF policy on women in development (E/ICEF/1987/L.1) as a means to implement the policy on women adopted by the Executive Board in 1985 and the Nairobi Forward-Looking Strategies;

(b) Reaffirmed the need to explore the women's and girls' dimension in all programmes and to develop appropriate programmatic actions required to eliminate all situations of discrimination and disadvantage that affect them;

(c) Noted that staff should be maintained at both headquarters and regional levels in order to support and monitor the activities described;

(d) Requested the Executive Director to submit a separate report to the Board initially on an annual basis, outlining the activities undertaken in the field of women in development and the progress made in the implementation of the strategy;

(e) Decided that in order to achieve effective coordination, an exchange of information on experience gained should take place between the Fund and other United Nations organs as well as between the Fund and member countries.

1988/6. Progress report on achievements made in the implementation of UNICEF policy on women in development

On the recommendation of the Programme Committee,

The Executive Board,

Taking into consideration the comments made by the members of the Executive Board,

Endorses the recommendations for action as proposed in paragraphs 36 to 50 of section IV.

1990/17. Focus on the girl child

On the recommendation of the Programme Committee,

The Executive Board,

Recalling its decision 1987/18 on the implementation strategy for UNICEF policy on women in development,

Recognizing that many of the disadvantages facing women are rooted in the neglect of and discrimination against female children,

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1. Endorses the recommendations for further action contained in the progress report, document E/ICEF/1990/L.1;

2. Also endorses the priority focus given to the girl child and recommends that all UNICEF programmes and strategies in the 1990s address explicitly the status of the girl child and her needs, particularly in nutrition, health and education, with a view to eliminating gender disparities;

3. Requests UNICEF, in collaboration with other organizations, in particular the World Health Organization, the United Nations Educational, Scientific and Cultural Organization and the United Nations Population Fund, to ensure the effective implementation of gender-sensitive monitoring and evaluation mechanisms to assess progress made in reducing disparities between girls and boys in the services provided through the programmes of cooperation, especially health care services and primary education programmes;

4. Calls upon the Executive Director to ensure that UNICEF country and regional offices, as well as headquarters, have the necessary means and expertise to incorporate effectively women's concerns and needs in all components of the country programmes, particularly in the light of the joint goals and strategies and for the decade of the 1990s;

5. Requests the Executive Director to highlight the girl child in the annual progress report on women in development and to submit a full report on progress made on the situation of the girl child to the 1992 session of the Executive Board and every second year thereafter.

O. Adjustment with a human face

1988/20. Protecting the vulnerable and promoting growth

The Executive Board,

Concerned with the impact of the international economic situation on the social development of children, mothers and families in the developing countries,

Recalling General Assembly resolution 41/202 of 8 December 1986 which recognizes, inter alia, that debt-servicing problems constitute a severe, restrictive and continuing burden for the economic and social development of many countries,

Affirming the active role of UNICEF in protecting children and other vulnerable groups,

1. Welcomes the continuing efforts of UNICEF to promote awareness of alternative and effective approaches adapted to the specific needs of developing countries as expressed in pertinent UNICEF publications;

2. Takes note with appreciation of the contribution of UNICEF in studying the effects of adjustment policies on the deterioration of the living conditions

and social development in developing countries, especially of the poorest groups in their society, in particular children, mothers and families;

3. Notes with appreciation the assistance on adjustment-related issues extended by UNICEF at the country level to developing countries concerned;

4. Encourages UNICEF to examine closely the policies and recommendations on "adjustment with a human face" with a view to determining specific actions that will contribute to the promotion of welfare for children, mothers and families. In this context, priority should be given to the children, mothers and families most affected by the adjustment process;

5. Requests UNICEF to continue providing appropriate assistance within its mandate to countries interested in pursuing the initiatives on "debt relief for child survival" in line with "adjustment with a human face" and the need to mobilize more resources to support the activities for the protection of children and other vulnerable groups;

6. Also requests UNICEF, in carrying out, at the request of Governments, activities within its mandate relating to "adjustment with a human face", to cooperate with relevant international bodies and other interested entities;

7. Further requests the Executive Director to keep the Executive Board informed of developments relating to the UNICEF efforts in the field of "adjustment with a human face".

1989/9. Promoting child survival, protection and development

On the recommendation of the Programme Committee,

The Executive Board,

Concerned with the impact of the international economic situation, specifically on children, mothers and their families, in developing countries,

Recalling relevant General Assembly resolutions inviting, inter alia, multilateral financial institutions to take into account social objectives, growth and development priorities of developing countries,

Recalling UNICEF Executive Board resolution 1988/20 regarding the need to mobilize more resources to support the activities for the protection of children and other vulnerable groups,

Convinced that development should benefit the poorest and the most vulnerable groups of society, the children and mothers in particular,

Commending the valuable work of UNICEF in community-based social mobilization for the promotion of the welfare of children and other vulnerable groups,

1. Welcomes the continuing work of UNICEF to provide appropriate support to countries interested in pursuing debt relief for promoting child survival,

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protection and development in the context of programmes pursued within the development plans and priorities of developing countries;

2. Appreciates the initiatives of UNICEF and others encouraging the implementation of debt relief for child survival, protection and development;

3. Encourages the Executive Director of UNICEF to explore, within the UNICEF mandate, with regional banks, such as the Inter-American Development Bank, Asian Development Bank, African Development Bank, and other relevant multilateral institutions, possibilities for voluntary debt reduction schemes that might be used to support additional efforts in developing countries in promoting child survival, protection and development;

4. Further encourages the Executive Director, within the UNICEF mandate, to invite all private and official creditors to explore expanded application of debt relief schemes or other suitable mechanisms of debt relief for child survival, protection and development to support efforts of developing countries to maintain and expand essential programmes for children and mothers;

5. Requests UNICEF to continue developing innovative ways in line with community-based social mobilization supportive of debt relief for child survival, protection and development;

6. Requests further the Executive Director of UNICEF to report to the next session of the Executive Board of UNICEF the implementation of this resolution.

P. Children and the environment

1988/18. Environment and development

The Executive Board,

Requests the Executive Director to report to the Board at its 1989 session on the implementation of paragraph 12 of General Assembly resolution 42/186 of 11 December 1987 and paragraph 18 of General Assembly resolution 42/187 of 11 December 1987 so as to enable the Board to report, through the Economic and Social Council, to the General Assembly at its forty-fourth session.

1989/6. United Nations conference on environment and development: Response to the Economic and Social Council by the UNICEF Executive Board

On the recommendation of the Programme Committee,

The Executive Board,

Recalling General Assembly resolution 43/196 of 20 December 1988, which calls for the views of the appropriate organs, organizations and programmes of the United Nations system on the objectives, content and scope of the United Nations conference on environment and development,

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Invites the Economic and Social Council, in its further preparatory work for the above-mentioned conference, to take into account the ideas and expertise of UNICEF on the issues of "children and the environment" set out in document E/ICEF/1989/L.6 and approved by the Executive Board.

1989/18. Children and environment: a UNICEF strategy for sustainable development

On the recommendation of the Programme Committee,

The Executive Board

Approves the recommendations contained in paragraphs 34 and 87-93 of document E/ICEF/1989/L.6 as the broad policy framework for UNICEF action in support of environment and sustainable development as requested by the General Assembly in its resolution 42/186.

Q. UNICEF external relations

1988/8. Guidelines for UNICEF participation in global events

On the recommendation of the Programme Committee,

The Executive Board,

Approves the guidelines contained in document E/ICEF/1988/L.8, subject to such amendments required to reflect comments made by delegations during the Programme Committee discussions.

1989/11. UNICEF external relations policies and function

On the recommendation of the Programme Committee,

The Executive Board,

Recalling its decision 1987/11 and resolution 1988/12 on the restructuring of regional offices and headquarters locations,

Reaffirming the external relations guidelines contained in document E/ICEF/L.1455 on UNICEF external relations which were endorsed by the Executive Board in 1983 and reaffirmed in 1988,

Having considered document E/ICEF/1989/L.4 entitled "UNICEF external relations, policies and function",

Reaffirming the importance of the UNICEF external relations function in relation to all countries, in particular to improve programme delivery and to strengthen advocacy and fund-raising,

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1. Requests the Executive Director, in close consultation with Board members and National Committees, to carry out an in-depth analysis and evaluation of the effectiveness of current UNICEF external relations policies, functions, guidelines and activities, making appropriate use of outside expertise;

2. Further requests the Executive Director to outline, on the basis of the above-mentioned analysis and evaluation and in close consultation with Board members and National Committees, the future role, policies, guidelines, functions, priorities and activities of external relations;

3. Further requests the Executive Director, taking into account the views expressed at the 1989 Executive Board, to submit a consolidated report on the requests referred to in paragraphs 1 and 2 above to the 1990 Executive Board;

4. Further requests the Executive Director, recognizing the importance the Executive Board attaches to the Geneva Office, to take into account, in carrying out the above requests, the particular responsibilities of this office *vis-à-vis* the European National Committees and non-governmental organizations based in Europe;

5. Further requests the Executive Director to include in the document on UNICEF strategies for the 1990s to be presented to the 1990 Executive Board, priorities for external relations activities in the 1990s, taking into account the views expressed by Executive Board members at the 1989 session.

1990/14. Future role of external relations [1]

On the recommendation of the Programme Committee,

The Executive Board,

Recalling its decision 89/11 requesting the Executive Director to analyse and evaluate the current external relations activities of UNICEF and, on that basis, to outline their future role, policies, guidelines, functions, priorities and activities,

Having considered, at its 1990 regular session, document E/ICEF/1990/L.4 entitled "The future role of UNICEF external relations",

1. Endorses the recommendations and major findings of the final report of the evaluation and analysis of UNICEF external relations policies and functions, provided to Board members in November 1989;

2. Takes note of document E/ICEF/1990/L.4;

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[1] This resolution is adopted with the understanding that the Executive Director will undertake consultations with the members of the Executive Board in the period until the 1991 session, with a view to harmonizing and rationalizing the planning and budgetary processes of the Board.

3. Supports the preliminary steps taken to improve the integration of the planning and management of UNICEF external relations, in particular reactivating the External Relations Committee and more regular meetings of external relations division directors at headquarters;

4. Endorses the preliminary measures proposed to strengthen the linkages between external relations efforts at headquarters, in the field and with National Committees for UNICEF, in particular as focused on countries where UNICEF has programmes of cooperation;

5. Urges the Executive Director to take the further steps and measures recommended in the evaluation to improve the external relations function;

6. Requests the Executive Director to ensure, within the overall approved level of resources, that external relations has the necessary capacity for planning, budgeting and evaluation, particularly of the impact of activities;

7. Requests the Executive Director, bearing in mind the recommendations of the evaluation report and the views expressed at the 1990 Executive Board, to review the role, functions and resources of the Geneva Office and the size and level of its staffing, to enable it, in particular, to meet the new challenges that Europe offers in the 1990s, and to present a report thereon, with appropriate recommendations, to the 1991 session of the Executive Board;

8. Requests the Executive Director to report to the Executive Board in his annual report on relevant developments and intentions in the area of external relations;

9. Requests the Executive Director, beginning in 1992, to include, in country programme recommendations which have a significant external relations component, a section setting out external relations activities, expenditures, accomplishments, problems and future plans;

10. Requests further the Executive Director, beginning in 1992 and taking into account the views expressed at the 1990 Executive Board, and in consultation with UNICEF Board members and National Committees, to make the planning of external relations and advocacy an integral part of the medium-term plan process specifying, inter alia, goals, objectives, activities, outputs, staffing and resource requirements and an evaluation plan;

11. Requests the Executive Director to clarify to the Executive Board at its 1991 session the complete role and specific functions of the external relations units mentioned in the evaluation study as requiring better definition and better information, including consideration of such aspects as mandates, resource requirements, outputs and effectiveness, and noting changes and improvements made as a result of this resolution.

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R. Convention on the Rights of the Child

1986/21. Draft convention on the rights of the child

The Executive Board,

Emphasizing the importance of a convention on the rights of the child,

Noting with satisfaction that the Human Rights Commission, in its resolution 1986/59 of 13 March 1986, [1] welcomed the efforts made by UNICEF "with a view to promoting and protecting children's rights, life and well-being",

Taking note of the information contained in document E/ICEF/1986/CRP.7,

1. Emphasizes that the drafting of a convention on the rights of the child should be concluded without any further delay;

2. Requests UNICEF to participate in the work of the drafting of the convention as appropriate;

3. Encourages its members to assist in the work of the drafting of the convention for its early conclusion;

4. Requests the Executive Director to keep the Executive Board informed of the progress regarding the drafting of the convention.

1988/16. Draft convention on the rights of the child

The Executive Board,

Noting with satisfaction the progress made towards completion of the draft United Nations convention on the rights of the child,

Taking note of General Assembly resolution 42/101 of 7 December 1987 and Executive Board decision 1986/21 of 30 April 1986,

Noting further with appreciation the invaluable contribution of the Ad Hoc Non-Governmental Organizations (NGO) Group on the Drafting of the Convention on the Rights of the Child, the NGO Committee on UNICEF and different NGO forums,

1. Requests UNICEF to provide appropriate support to the Human Rights Centre on the technical review of the text with a view to completion of the second reading this year and adoption by the General Assembly in 1989;

2. Also requests UNICEF to continue to cooperate with Governments and non-governmental organizations at the regional and national levels to raise awareness of the draft convention with a view to encouraging their participation in the process leading to adoption;

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[1] See Official Records of the Economic and Social Council, Supplement No. 2 (E/1986/22), chap. II.

3. Further requests UNICEF to report to the Executive Board at its 1989 session on the status of the draft convention.

1989/10. Draft convention on the rights of the child

On the recommendation of the Programme Committee,

The Executive Board,

Noting with satisfaction the adoption of the draft Convention on the Rights of the Child by the United Nations Commission on Human Rights at its forty-fifth session,

Taking note of General Assembly resolution 43/112 of 8 December 1988 and Executive Board decision 1988/16 of 27 April 1988,

Noting the many resolutions and statements relating to the draft Convention on the Rights of the Child which have been adopted over the past year by a wide range of international conferences, including, in particular, those of the Organization of African Unity, the South Asian Association for Regional Cooperation, the meeting of Heads of States of Central America in El Salvador, the Alexandria International Conference on the Convention, the Inter-Parliamentary Union and by Governments around the world,

Further noting with satisfaction the continuing important contributions made by the Ad Hoc Non-Governmental Organizations Group on the Drafting of the Convention on the Rights of the Child, the National Committees for UNICEF, the NGO Committee on UNICEF and different NGO forums,

1. Requests UNICEF to continue its efforts to facilitate the final adoption of the draft Convention by the General Assembly in 1989;

2. Also requests UNICEF, after adoption of the Convention by the General Assembly, to continue to provide information to States that may request it in order to enable them to ratify and promote optimum implementation of the Convention;

3. Requests the Executive Director to report in his annual statement on the progress made towards ratification and implementation;

4. Further requests UNICEF to report to the 1991 Executive Board on the measures that it has taken to promote implementation of the provisions of the Convention within the scope of the UNICEF mandate.

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S. World Summit for Children

1990/12. World Summit for Children

On the recommendation of the Programme Committee,

The Executive Board

1. Welcomes the report by the Chairman of the Planning Committee on the state of preparations for the World Summit for Children;

2. Takes note of the planning and preparations for the World Summit for Children contained in document E/ICEF/1990/12 and Add.1, as well as the statements made at the Executive Board by the Executive Director;

3. Notes with appreciation the progress on preparations for the World Summit for Children, as reported to the Executive Board;

4. Takes note further of the views expressed by the Executive Board, referring to, among others, questions concerning the budget, the topics and discussion, the form of the final declaration and plan of action and the format, including the level of representation, of the meeting;

5. Invites, through the Executive Director, the Planning Committee and the working groups to bear in mind the views expressed by the Executive Board in carrying out their further work;

6. Decides that the Executive Board will review - on the basis of information provided by the Planning Committee and the Executive Director - the preparations for the World Summit for Children at a special session in early September;

7. Notes with appreciation the many expressions of support for the World Summit for Children and the early expressions of intent to attend by Heads of State or Government, and invites those Governments which have not yet responded to the letter of invitation to do so in a positive manner at the earliest opportunity;

8. Notes with appreciation the pledges and contributions of Governments, National Committees for UNICEF and others to the funding of the World Summit for Children;

9. Appeals to those Governments, National Committees for UNICEF and others, which have not yet done so to make voluntary contributions to the special accounts for the World Summit for Children.

T. National Committees for UNICEF and non-governmental organizations

1986/17. Joint meeting of the UNICEF Executive Board, the Non-governmental Organizations Committee on UNICEF and the National Committees for UNICEF

The Executive Board

1. Welcomes the opportunity provided by its joint meeting with non-governmental organizations and UNICEF National Committees to exchange views on areas of common concern with special focus on the outcome of the 1986 NGO Forum on action for children - unfinished business;

2. Recognizes that on the occasion of the fortieth anniversary of UNICEF it was particularly appropriate for the entire UNICEF family - the Executive Board, secretariat, National Committees and non-governmental organizations - to reflect together on the work still to be done for the well-being and welfare of children, and that the reports and recommendations presented at the joint meeting have contributed to the Board's consideration of the issues addressed at its current session on policy review of children in especially difficult circumstances;

3. Encourages the NGO Committee on UNICEF, in view of the usefulness of these encounters, to organize similar NGO forums in the future at the time of the Board sessions; and believes that joint meetings of the Executive Board, the non-governmental organizations and the National Committees for UNICEF may be taken advantage of during Executive Board sessions as appropriate, particularly in connection with discussions on major policy issues affecting the well-being of children;

4. Requests the Executive Director to transmit the report of the 1986 NGO Forum to the Governing Council of the International Labour Organization.

U. UNICEF and the operational activities of the United Nations system

1986/20. UNICEF experience in operational activities for development

The Executive Board,

Responding to General Assembly resolution 40/211 which, inter alia, invites governing bodies of the organizations of the United Nations system to provide the Economic and Social Council and the General Assembly their views of the system-wide policy issues relevant to the General Assembly's triennial comprehensive policy review of the operational activities of the United Nations system,

Emphasizing the desire for a coherent and coordinated United Nations system in the field of operational activities for development as outlined in General Assembly resolution 40/211,

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Recalling the key importance of mothers and children in the development efforts as well as the significant impact that the operational activities of the United Nations system can have on these groups,

Noting the importance the General Assembly and the Economic and Social Council have placed on such issues as aid coordination, the changing needs for technical assistance, women in development, the critical situation in Africa, financial difficulties affecting developing countries, and mobilizing resources for operational activities,

1. Draws to the attention of the General Assembly and the Economic and Social Council the following system-wide issues that the Executive Board considers of particular relevance to the triennial comprehensive policy review of the operational activities of the United Nations system:

(a) The beneficial impact aid coordination can have for mothers and children, as evidenced by the experiences of UNICEF in support of the Resident Coordinator and the Joint Consultative Group on Policy, and in its work with other United Nations organizations, bilateral agencies and non-governmental organizations;

(b) The relevance of adapting technical assistance to the changing needs of developing countries by promoting maximum use of low-cost interventions combined with social mobilization as evidenced in initiatives such as the child survival and development revolution;

(c) The need to integrate fully women's concerns into development activities and UNICEF's experience in this regard;

(d) The necessity of promoting full consideration of the impact on mothers and children when implementing stabilization and adjustment programmes as evidenced, for example, by recent UNICEF experience in assisting national governments;

(e) The crucial importance of a major global mobilization for Africa where vulnerable groups have been the most severely affected and where food, health and economic policy issues are particularly intertwined;

(f) The relevance of sharing the experience of UNICEF in resource mobilization, particularly experience where collaboration with other United Nations organizations and other partners has proven effective;

2. Requests the Executive Director to prepare a brief background note on these issues, in accordance with Executive Board policies, to assist the General Assembly and the Economic and Social Council deliberations and their outcome and, in this connection, to cooperate with the Director-General for Development and International Economic Cooperation in the preparation of the comprehensive policy review.

1988/24. United Nations operational activities for development

The Executive Board,

Reaffirming the relevance of General Assembly resolution 42/196 of 11 December 1987 on operational activities for development to UNICEF activities,

1. Appreciates the active participation of UNICEF in the Joint Consultative Group on Policy;

2. Requests the Executive Director to continue to participate fully in the consultative process identified in paragraphs 15 and 16 of General Assembly resolution 42/196;

3. Further requests the Executive Director to submit to the Executive Board at its next session the information requested in paragraph 18 of General Assembly resolution 42/196;

4. Emphasizes the need for UNICEF to support the role of the resident coordinator as envisaged in General Assembly resolutions 32/197 of 20 December 1977 and 41/171 of 5 December 1986 and taking into account the relevant paragraphs of General Assembly resolution 42/196;

5. Welcomes the participation of UNICEF in the initiative of the Joint Consultative Group on Policy to encourage the rationalization of the field office structure of the member organizations;

6. Requests the Executive Director to submit to the Executive Board at its next session a report on the contribution of UNICEF to the implementation of General Assembly resolution 42/196.

1989/14. UNICEF participation in the United Nations operational activities for development

On the recommendation of the Programme Committee,

The Executive Board,

Recalling its decision 1988/24,

1. Takes note of the report of the Executive Director on the contribution of UNICEF to the implementation of General Assembly resolution 42/196 on the operational activities for development of the United Nations system and welcomes the practical evidence of UNICEF efforts and initiatives with respect to inter-agency cooperation (E/ICEF/1989/L.8);

2. Reaffirms its views to the Economic and Social Council on the report of the Director-General for Development and International Economic Cooperation on the functioning of operational activities (A/42/326/Add.1-E/1987/82/Add.1);

3. Reaffirms also that coordination within the United Nations system should be oriented to the development goals and objectives of recipient

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countries, be geared towards practical cooperation on substantive programme issues in order to enhance coherence and effectiveness and be focused on strengthening the coordinating capacity of developing countries;

4. Requests the Executive Director to continue to participate fully in the implementation of resolution 42/196 and in the forthcoming triennial policy review of the operational activities for the development of the United Nations system;

5. Stresses the need for continued and intensified efforts, especially at the country level, by the relevant organs, organizations and bodies of the United Nations system in their programming processes to jointly consider with recipient countries the scope for collaboration and complementarity in support of national objectives and programmes at their request;

6. Encourages UNICEF to intensify collaboration with all relevant organs, organizations and bodies of the United Nations system, in particular the members of the Joint Consultative Group on Policy, in order to fulfil the developmental needs of recipient countries;

7. Welcomes the intention of the Executive Director to continue to support fully the strengthening of the resident coordinator system, in accordance with relevant General Assembly resolutions and the needs, priorities and prevailing conditions of recipient countries;

8. Urges the Executive Director to continue to support efforts to rationalize the field office structure of the United Nations system so as to enhance cooperation, coherence and efficiency through, inter alia, co-location of premises and increased sharing of facilities and services;

9. Requests the Executive Director to report on the implementation of this resolution at its next session.

1990/21. Operational activities for development

On the recommendation of the Programme Committee,

The Executive Board,

Recalling General Assembly resolutions 42/196 of 11 December 1987 and 44/211 of 22 December 1989,

1. Takes note of document E/ICEF/1990/L.8 and progress in the implementation of General Assembly resolution 42/196;

2. Requests the Executive Director to cooperate with the Director-General for Development and International Economic Cooperation in the preparation of a schedule for implementation of General Assembly resolution 44/211;

3. Further requests the Executive Director to make available to the Director-General and the international community UNICEF experience in decentralization, accountability in a decentralized environment, the programme

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approach and the value of setting objectives and international and national goals and using them as a basis for management by objectives and for inter-agency collaboration;

4. Also requests the Executive Director to continue to arrange active UNICEF participation in the Consultative Committee on Substantive Questions (Operations) and the Joint Consultative Group on Policy in order to promote the harmonization of procedures, the coincidence of programming cycles, the move to co-location of country offices and the effective working of the resident coordinator system along the lines suggested in document E/ICEF/1990/L.8;

5. Requests the Executive Director to report on such contributions at the next regular session of the Executive Board.

V. UNICEF communications strategy in industrialized countries

1986/15. Review of UNICEF communications strategy, including development education, in industrialized countries

At its 10th meeting, on 25 April 1986, the Executive Board decided that a review of UNICEF communications strategy, including development education, in industrialized countries should be carried out and that a report should subsequently be presented to the Executive Board at its 1987 session, together with recommendations for improving the effectiveness of UNICEF activities in the field of advocacy to support its work in the developing world.

1987/19. UNICEF communication strategy in industrialized countries

The Executive Board, on the recommendation of the Programme Committee:

1. Affirmed that the overall objectives of the United Nations Children's Fund communication strategy should be:

(a) To ensure awareness of the situation and needs of children and women in the developing countries, beginning with their rights to survive and develop in health and security;

(b) To create a consistent and comprehensive message of activities of the United Nations Children's Fund, reflecting the true nature of the work of the Fund together with the Governments, local authorities and peoples in developing countries;

2. Decided that, to accomplish the above objectives, the Fund should:

(a) Orient its staff and resources to give the highest priority to mobilizing financial and other support, as well as practical action by Governments, non-governmental organizations, enterprises and individuals in the industrialized countries, on behalf of the needs of children in developing countries, thus providing a frame of reference for all activities, including educational ones outside the formal learning environment;

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(b) Create, together with the National Committees, appropriate strategies, work plans and training programmes to establish priorities to secure the support outlined in paragraph 2 (a) above, always taking into account the respective target groups. These strategies, plans and programmes should include provision for measurement or assessment of impact against specified objectives;

(c) Ensure, within an overall communication strategy, that all advocacy efforts and all fund-raising and Greeting Card Operation activities contain a coherent message of the Fund consistent with objective 1 (b) above;

(d) Develop at national levels, together with the National Committees, proper mechanisms to secure the continuous and systematic support of the media for the Fund, utilizing this media coverage, whenever possible, to buttress the more continuing and focused fund-raising and advocacy initiatives;

(e) Strengthen its support, to the fullest extent possible, for development education activities, both formal and informal, undertaken by National Committees;

(f) Undertake a sustained effort to support training programmes for trainers of National Committee volunteers and staff to extend adequate knowledge of the Fund's work and issues of concern, together with basic skills in communicating and disseminating this information.

W. Emergencies

1990/22. Emergency operations

On the recommendation of the Programme Committee,

The Executive Board,

Bearing in mind that the mandate of UNICEF also includes the task to assess requirements and to provide relief in emergency situations,

Recalling General Assembly resolution 44/236 of 22 December 1989 designating the 1990s as the International Decade for Natural Disaster Reduction, and other relevant General Assembly resolutions,

Aware of the important role of UNICEF in providing relief to mothers and children in specific emergency situations,

Noting that these activities are, to a large extent, funded by extrabudgetary resources,

Taking note of the report on emergency activities in 1989 (E/ICEF/1990/11),

Requests the Executive Director to include in his 1991 progress report on emergency operations:

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(a) A proposal for guidelines on UNICEF involvement, including preparedness plans, authorization modalities, the definition of specific tasks, follow-up mechanisms and evaluation requirements;

(b) An outline of the administrative framework for coordination and cooperation between United Nations agencies, non-governmental organizations and other agencies operational in this field.

X. Monitoring and evaluation

1990/4. Evaluation

On the recommendation of the Programme Committee,

The Executive Board,

Noting the importance of evaluation as a management tool in improving programme effectiveness and the necessity of the Executive Board having full information on evaluation to properly conduct its oversight role,

Recalling the endorsement of the 1984 Executive Board of four recommendations contained in the overview report of evaluation activities in UNICEF, [1]

1. Requests the Executive Director to assess and prepare a report on the overall progress and results achieved since 1984 in the implementation of the recommendations contained in the overview report [1] for presentation at the 1992 session of the Executive Board;

2. Further requests the Executive Director to include in the above-mentioned report an analysis of: (a) the key lessons learned contained in evaluation reports completed during the previous two years, and the way and extent to which evaluation results and recommendations are being utilized in the field and at headquarters; and (b) the measures adopted for improvement of the evaluation function within UNICEF, estimated annual costs for evaluation and the detailed corporate-wide evaluation plan for the coming year, complete with information on timing, cost, evaluation type and evaluation focus;

3. Further requests the Executive Director to concentrate the various evaluations, along with their other specific topics, on (a) the sustainability of the activities and of the results achieved; and (b) the long-term impact both on the situation of the population and on national capacity-building; and to report to the Executive Board every second year starting in 1992 on progress made in this area;

4. Further requests that a monitoring and evaluation plan and structure be elaborated and included in all country plans and major projects presented to the Executive Board in the future. Such plans should also be prepared, where possible, for emergency operations and supplementary-funded projects. Such evaluation plans and structures would draw on and report the lessons learned

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[1] E/ICEF/1984/L.3.

from previous evaluations and apply them to the particular circumstances of the country or project area. The evaluation plan and structure should include information on objectives and timetable, and outline roles and responsibilities for data collection, training of host country officials, evaluation reporting and follow-up of corrective actions, if found necessary.

Y. Maurice Pate Award

1988/9. UNICEF Maurice Pate Award

On the recommendation of the Programme Committee,

The Executive Board,

Approves the recommendation of the Executive Director for the UNICEF Maurice Pate Award as contained in document E/ICEF/1988/P/L.37, subject to such amendments required to reflect comments made by delegations during the Programme Committee discussions.

1989/22. UNICEF Maurice Pate Award

On the recommendation of the Programme Committee,

The Executive Board

Decides that the procedure for the UNICEF Maurice Pate Award as set forth in E/ICEF/1988/P/L.37 be changed to reflect discussions in February 1989 with the Bureau and with various delegations, as follows:

(a) Nominations. Each year, the Executive Director shall invite nominations for the Award from UNICEF representatives, regional directors and other secretariat offices, National Committees for UNICEF and such other authorities and individuals as appropriate in order to ensure a broad range of nominations. Solicitation of nominations will stipulate a deadline of 31 July of the year preceding the presentation of the Award;

(b) Selection process. The Executive Director shall evaluate the nominations for the Award and prepare a recommendation for review by the Bureau of the Executive Board at its autumn meeting. This review will be based upon the biographical data of all formally submitted nominations. With the Bureau's endorsement, the Executive Director shall submit a single recommendation for approval by mail poll by the members of the Executive Board. The mail poll process shall be completed with sufficient time to allow the recipient to be invited to attend the Executive Board session.

Z. Other decisions

1986/16. Declaration on the occasion of the fortieth anniversary of the United Nations Children's Fund

On the occasion of the fortieth anniversary of the United Nations Children's Fund, which occurs during this important International Year of Peace, we, the members of the Executive Board and representatives of the National Committees for UNICEF and non-governmental organizations:

Note with respect the dedicated efforts of tens of thousands of individuals - delegates to previous sessions of the Executive Board and government officials, volunteers and staff of National Committees and non-governmental organizations, members of the secretariat, colleagues within the United Nations system and allies in many fields - who for forty years have crafted and sustained UNICEF as the world's lead agency for children;

Express our appreciation for the leadership of the Secretary-General of the United Nations in appealing to all heads of State to renew their countries' efforts for the well-being of children and to reaffirm their commitment to the goal of universal child immunization by 1990 as a fitting commemoration of the fortieth anniversary of the United Nations, as well as the needs of the children as a whole;

Are mindful of the enormous responsibility borne by the current generation of the UNICEF family to carry on the legacy entrusted to us for the service of children;

Reaffirm very strongly that children should not die needlessly while means are readily at hand at modest cost to prevent their deaths, and that children must be assured a family and community environment in which they may grow - protected from disease, with adequate nutrition, proper sanitation, appropriate education, and opportunity for development as contributing citizens of their communities, their nations and their world;

Are encouraged by the very positive consciousness of the interests of children so widely reflected in the observance of the fortieth anniversary of the United Nations;

Call upon all Governments, organizations and institutions and individuals throughout the world:

1. To demonstrably strengthen their attention to the vital needs of children and their families as an essential protection for the future of each society, despite current economic and political difficulties;

2. To mobilize all necessary efforts to achieve the significant acceleration in child survival and development which is now possible, for which accomplishment of the United Nations goal of universal child immunization by the year 1990 and expanded awareness, access to and use of oral rehydration therapy represent readily achievable and essential first steps for the strengthening and expansion of primary health care and basic services for all communities;

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3. To sustain their determination that the first priority of society must be the protection, growth and development of children, for whose future each current generation of humankind is entrusted.

Through these commitments to the work ahead, we strongly believe that UNICEF's forty years of service for children can be commemorated in the most befitting manner, and that an essential contribution can be made towards fulfilling the Charter obligation of the United Nations "to save succeeding generations" by building a healthy foundation for the encouragement, nurturing and protection of a more peaceful world.

WE CELEBRATE TODAY TO ACHIEVE GREATER PROGRESS IN OUR WORK FOR ALL CHILDREN TOMORROW.

1988/13. Report on the fortieth anniversary of UNICEF

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

1. Notes the total funds raised relating to fortieth anniversary events of $38.9 million and the total expenditures of $7.7 million;

2. Approves, on a post facto basis, the expenditures relating to UNICEF fortieth anniversary activities as noted in annex II to document E/ICEF/1988/AB/L.9, including expenditures totalling $4,696,847 relating to Sport Aid that were eventually offset by commercial receipts.

1988/19. Observance of the tenth anniversary of the International Year of the Child

The Executive Board,

Recalling General Assembly resolution 31/169 of 21 December 1976 establishing the International Year of the Child and identifying its goals as advocacy and action,

Recalling also General Assembly resolution 34/4 of 18 October 1979 designating UNICEF as the lead agency of the United Nations system responsible for coordinating the development aspects of the follow-up activities of the Year,

Mindful that General Assembly resolution 34/4 emphasized "the vital link between programmes benefiting children and the observance of their rights, and the broader and more comprehensive framework of overall economic and social development in conditions of peace",

Noting with appreciation the assurance given by the Non-Governmental Organizations Committee on UNICEF of its full support for commemorating 1989, the tenth anniversary of the International Year of the Child, as a year of specific concern for children,

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1. Invites Governments, in accordance with their own country situations, to observe 1989 as the tenth anniversary of the International Year of the Child by:

(a) Assessing achievements during the past decade in relation to the goals established nationally during the International Year of the Child, especially in the work towards the finalization of the draft Convention on the Rights of the Child to be considered for adoption by the General Assembly at its forty-fourth session;

(b) Ensuring that long-term strategies, within the framework of national development plans, set clear objectives for the overall improvement of the situation of children, including the achievement of the goal to halve the global child mortality rates of 1980 by the year 2000, or to reduce them to 70 per 1,000 live births, whichever is less;

2. Requests the Executive Director to cooperate with Governments in the attainment of the above objectives through existing country programmes of cooperation and through the secretariat's advocacy mechanisms;

3. Further requests the Executive Director to cooperate with National Committees for UNICEF and the non-governmental community, as appropriate, in the attainment of objectives for the improvement of the situation of children.

1990/13. Creating a more peaceful world for children

On the recommendation of the Programme Committee,

The Executive Board,

Considering the improvement in the international political climate and expressing the hope that future negotiations will permanently reduce tensions throughout the world,

Believing that an era of peace would reduce military expenditures and should result in the increased availability of resources which could be used to benefit mankind through socio-economic programmes, particularly in developing countries,

Reiterating that UNICEF support to humanitarian and development programmes in developing countries aims at protecting and assuring the realization of children's and women's potential,

Considering the need to give increased priority to children,

Taking into account that the UNICEF budget depends on voluntary contributions and that more resources are needed in order to meet children's growing need for assistance,

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Taking into account also the message of the UNICEF Executive Board to the General Assembly at its second special session devoted to disarmament in 1982, 1/

1. Calls upon all States of the international community, as they reduce military expenditures, and in the light of such important events as the World Summit for Children, to consider how they could channel part of the resources released to support country actions to reach the goals and objectives for the 1990s as set out by UNICEF;

2. Further calls upon all States to consider using such resources to increase financial support to UNICEF programmes of cooperation in developing countries.

II. ADMINISTRATIVE AND FINANCIAL DECISIONS

A. Administrative and programme support budgets

1986/7. Restatement of budget resolutions

1. The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), adopted the following restatement of budget resolution 3 adopted in 1985: 2/

Budget expenditure estimates for the biennium 1986-1987

The Executive Board

Resolves:

(a) That the budget estimates for the biennium 1986-1987 are approved as follows:

		(United States dollars)
Category 1:	Staff costs (net)	148 616 066
Category 2:	General operating costs	77 839 262
Category 3:	Packing and assembly costs	6 088 305
	Total	232 543 633

(b) That, for the biennium 1986-1987, a commitment of $232,543,633 for the budget is approved;

1/ E/ICEF/695.

2/ See Official Records of the Economic and Social Council, 1985, Supplement No. 10 (E/1985/31), chap. V.

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(c) That the Executive Director be authorized to administer as a unit the total provisions under each of categories 1, 2 and 3. The Executive Director may, without further authorization of the Executive Board, transfer, if necessary, between categories 1 and 2 an amount not exceeding 5 per cent of each category and revise the amount of category 3 upward or downward in line with the volume of the throughput and report to the Executive Board accordingly;

(d) That there should be an allocation of $2 million in 1986-1987 budget estimates in place of the amount of $630,000 set aside as amortization payment (thus, a net increase of $1,370,000 to category 2 of the budget).

2. The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), adopted the following restatement of budget resolution 4 adopted in 1985: 1/

Income estimates related to the budget for the biennium 1986-1987

The Executive Board

Resolves that, for the biennium 1986-1987, estimates of income related to the budget estimates are approved as follows:

		(United States dollars)
(a)	Contributions from assisted Governments towards local budget costs	5 600 000
(b)	Recovery from packing and assembly activities	10 540 000
(c)	Other income	6 000 000
	Total	22 140 000

1987/5. Budget expenditure estimates for the biennium 1986-1987

The Executive Board, on the recommendation of the Committee on Administration and Finance,

1. Concurred with the Advisory Committee on Administrative and Budgetary Questions not to amortize capital assets acquired from 1986 onward, and noted the increase in category 2 costs of $3,389,554 required to absorb the gross investments listed below:

(a) An investment in computer equipment for $4,346,113 of which $1,506,559 was already included in the revised budget estimates;

1/ See Official Records of the Economic and Social Council, 1985, Supplement No. 10 (E/1985/31), chap. V.

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(b) An investment in office premises for Maputo of $300,000 of which $30,000 was already included in the revised budget estimates;

(c) An investment in office premises for Aden of $300,000 of which $20,000 was already included in the revised budget estimates;

2. Approved an additional amount of $75,000 in category 2 to revise budget and accounting systems to accommodate additional sub-categories of expenditure for field and headquarters, as well as capital expenditures for implementation in 1988;

3. Noted the transfer of $6,088,403 from category 1, staff costs, to category 2, general operating costs;

4. Approved an additional amount of $1,461,695 in category 3, packing and assembly costs;

5. Resolved:

(a) That the revised budget estimates for the biennium 1986-1987 are as follows:

		(United States dollars)
Category 1:	Staff costs	140 218 663
Category 2:	General operating costs	83 927 665
Category 3:	Packing and assembly costs	7 550 000
	Total	231 696 328

(b) That the Executive Director may, without further authorization of the Committee on Administration and Finance, revise the recovery amount in category 2 from supplementary-funded projects upward or downward, in line with actual supplementary-funded programme expenditures for a given budget year.

1987/6. Revised income estimates related to the budget for the biennium 1986-1987

The Executive Board, on the recommendation of the Committee on Administration and Finance,

Resolved that for the biennium 1986-1987 revised estimates of income related to the budget estimates were approved as follows:

/...

		(United States dollars)
(a)	Recovery from packing and assembly activities	12 456 000
(b)	Contributions from assisted Governments towards local budget costs	1 000 000
(c)	All other income	5 695 000
	Total	19 151 000

1987/7. Budget expenditure estimates for the biennium 1988-1989

The Executive Board, on the recommendation of the Committee on Administration and Finance:

1. Concurred with the recommendation of the Advisory Committee on Administrative and Budgetary Questions not to amortize capital assets and noted the decrease in category 2 costs of $601,013 as a consequence of the following adjustments:

(a) An investment in computer equipment for $1,702,524, of which $2,323,537 was already included in the proposed budget estimates, therefore, a net reduction in category 2 of $621,013;

(b) An investment in office premises for Bombay of $150,000, of which $30,000 was already included in the proposed budget estimates, therefore, an increase in category 2 of $120,000;

(c) An investment in office premises for Maputo and Aden in 1987 (see decision 1987/5) which was amortized in the original proposed budget estimates, as a consequence of not amortizing capital assets, the budget estimates for 1988-1989 will be reduced by $100,000;

2. Resolved:

(a) That the budget estimates for the biennium 1988-1989 are approved as follows:

		(United States dollars)
Category 1 (a):	Staff costs: International	78 002 599
Category 1 (b):	Staff costs: Local	73 401 340
Category 2 (a):	General operating costs: Headquarters	43 920 101
Category 2 (b):	General operating costs: Field	37 921 923
Category 2 (c):	Capital expenditures: Headquarters	942 246
Category 2 (d):	Capital expenditures: Field	910 278
Category 3:	Packing and assembly costs	8 476 000
	Total	243 574 487

(b) That for the biennium 1988-1989 a commitment of $243,574,487 for the budget is approved;

(c) That capital expenditures in categories 2 (c) and 2 (d) include only computer equipment and office premises;

(d) That the Executive Director be authorized to administer in the most efficient and effective manner the provisions under each of categories 1 (a), 1 (b), 2 (a), 2 (b), 2 (c), 2 (d) and 3. The Executive Director may, without further authorization of the Committee on Administration and Finance, transfer, if necessary, into any one of categories 1 (a), 1 (b), 2 (a), 2 (b), 2 (c) and 2 (d), an amount not exceeding 5 per cent from these same categories. In addition to the 5 per cent transfer authority with regard to categories 2 (b) and 2 (d), the Executive Director may revise the recovery amount from supplementary-funded projects upward or downward in line with actual supplementary-funded programme expenditures for a given budget year. The amount in category 3 may also be revised upward or downward in line with the volume of the throughput and report to the Executive Board accordingly. Transfers in excess of the 5 per cent mentioned above may be made with the prior concurrence of the Executive Board. In exceptional cases this consultation may be made by mail poll.

1987/8. Income estimates related to the budget for the biennium 1988-1989

The Executive Board, on the recommendation of the Committee on Administration and Finance,

Resolved that for the biennium 1988-1989 estimates of income related to the budget estimates are approved as follows:

		(United States dollars)
(a)	Recovery from packing and assembly activities	15 274 000
(b)	Contributions from assisted Governments towards local budget costs	1 000 000
(c)	All other income	3 830 000
	Total	20 104 000

1989/27. Budget estimates

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Adopts the following resolutions as contained in the revised budget estimates for the biennium 1988-1989 and budget estimates for the biennium 1990-1991 (E/ICEF/1989/AB/L.1 and Corr.1 and E/ICEF/1989/AB/L.1/Add.1):

Resolution 1

Budget expenditure estimates for the biennium 1988-1989

The Executive Board

1. Approves the supplementary budget request of $22,292,058;

2. Approves additional investments in computer equipment and office premises as identified by line item:

		(United States dollars)
(a)	Computer equipment at headquarters	1 606 411
(b)	Computer equipment in field offices	558 328
	Subtotal	2 164 739
(c)	New office premises in Ghana	350 000
(d)	New office premises in Mali	250 000
(e)	New office premises in Nicaragua	30 000
(f)	Annex to office premises in the United Republic of Tanzania	250 000

/...

		(*United States dollars*)
(g)	Annex to office premises in Zimbabwe	150 000
	Approved for India and not materialized	(150 000)
	Subtotal	880 000
	Total capital expenditures	3 044 739

3. *Approves* an additional amount of $89,154 in category 3, packing and assembly costs;

4. *Resolves* that the revised budget estimates for the biennium 1988-1989 are as follows:

		(*United States dollars*)
Category 1 (a):	Staff costs: International	81 971 343
Category 1 (b):	Staff costs: Local	76 654 645
Category 2 (a):	General operating costs: Headquarters	49 126 263
Category 2 (b):	General operating costs: Field	44 651 877
Category 2 (c):	Capital expenditures: Headquarters	2 548 657
Category 2 (d):	Capital expenditures: Field	2 348 606
Category 3:	Packing and assembly costs	8 565 154
	Total	265 866 545

Resolution 2

Revised income estimates related to the budget for the biennium 1988-1989

The Executive Board

Resolves that, for the biennium 1988-1989, revised estimates of income related to the budget estimates are approved as follows:

/...

		(United States dollars)
(a)	Recovery from packing and assembly activities	13 860 000
(b)	Contributions from assisted Governments towards local budget costs	1 500 000
(c)	All other income	4 318 000
	Total	19 678 000

Resolution 3

Budget expenditure estimates for the biennium 1990-1991

The Executive Board

1. Approves investments in capital expenditures as follows:

		(United States dollars)
(a)	Computer equipment for headquarters	2 183 447
(b)	Computer equipment for field offices	1 199 026
	Total	3 382 473

2. Resolves:

(a) That the budget estimates for the biennium 1990-1991 are approved as follows:

	(United States dollars)
Category 1 (a): Staff costs: International	94 596 926
Category 1 (b): Staff costs: Local	90 104 676
Category 2 (a): General operating costs: Headquarters	56 825 711
Category 2 (b): General operating costs: Field	46 737 067
Category 2 (c): Capital expenditures: Headquarters	2 183 447
Category 2 (d): Capital expenditures: Field	1 199 026
Category 3: Packing and assembly costs	10 347 662
Total	301 994 515

(b) That for the biennium 1990-1991, a commitment of $301,994,515 for the budget is approved;

(c) That capital expenditures in categories 2 (c) and 2 (d) include only computer equipment and office premises;

(d) That the Executive Director be authorized to administer in the most efficient and effective manner the provisions under each of categories 1 (a), 1 (b), 2 (a), 2 (b), 2 (c), 2 (d) and 3. The Executive Director may, without further authorization of the Committee on Administration and Finance, transfer, if necessary, into any one of categories 1 (a), 1 (b), 2 (a), 2 (b), 2 (c) and 2 (d), an amount not exceeding 5 per cent from these same categories. In addition to the 5 per cent transfer authority with regard to category 2 (b), the Executive Director may revise the recovery amount from supplementary-funded projects upward or downward in line with actual supplementary-funded programme expenditures for a given budget year. The amount in category 3 may also be revised upward or downward in line with the volume of the throughput and reported to the Executive Board. Transfers in excess of the 5 per cent mentioned above may be made with the prior concurrence of the Executive Board. In exceptional cases, this consultation may be made by mail poll.

Resolution 4

Income estimates related to the budget for the biennium 1990-1991

The Executive Board

Resolves that, for the biennium 1990-1991, estimates of income related to the budget estimates are approved as follows:

/...

		(United States dollars)
(a)	Recovery from packing and assembly activities	16 771 000
(b)	Contributions from assisted Governments towards local budget costs	1 500 000
(c)	All other income	3 738 500
	Total	22 009 500

1990/27. Mock-up of revised format of tables and annexes

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Approves the present mock-up as the basis to revise the associated tables and annexes for the next biennium budget proposal.

B. General resources and supplementary funding

1986/9. Supplementary funding

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), decided:

(a) That the substantial importance of supplementary funds contributions to UNICEF activities be reconfirmed within the basic policy that supplementary funds contributions would not be received from a Government unless it remained a generous contributor to general resources, and that the other existing policies and procedures governing supplementary funds as described in paragraphs 3 to 16 of document E/ICEF/1986/L.2 be maintained;

(b) That the concern to preserve the integrity and the multilateral nature of UNICEF work, which has sometimes been related to the proportion of supplementary funds to general resources, be judged in the light of past experience of the notable stability of the proportion of supplementary funds to general resources, and in the context of the medium-term plan and the "noting" mechanism which permit the Board to control the projection of both supplementary funds income and projects to be funded therefrom;

(c) That, taking into account the recommendations of the Advisory Committee on Administrative and Budgetary Questions, efforts be continued to improve project preparation to reflect the proper proportion of all programme components and requirements and to relate this to the budgetary process so as to ensure that those costs identified in paragraphs 57 (a), (b) and (c) are charged to the appropriate funding source;

(d) That interest continue to be credited to general resources to compensate for other indirect costs which would be difficult or very costly to capture and would necessitate additional staff;

(e) That the situation be reviewed by the Executive Board in a preliminary way in the context of the approval of the 1988-1989 budget.

1987/12. Cost recovery from supplementary-funded projects

The Executive Board, on the recommendation of the Committee on Administration and Finance,

(a) Noted the methodology developed by the secretariat to apportion general operating costs to supplementary-funded projects as explained in paragraphs 32 through 37 of document E/ICEF/1987/AB/L.1;

(b) Approved a 6 per cent recovery rate to be charged to all supplementary-funded projects excluding those funded by National Committees and those funded for emergencies; the recovery amount should cover both general operating costs in field offices and administrative and project support staff as prorated to all supplementary-funded projects and for which related posts have been identified in E/ICEF/1987/AB/L.1/Add.3. The recovery rate will be applied to actual supplementary-funded programme expenditure for a given budget year;

(c) Resolved that in the preparation of "noted" project proposals and in their presentation to donors, the 6 per cent recovery charge should be included as a separate budget item;

(d) Further resolved that the 6 per cent rate should not be changed without the prior approval of the Executive Board.

1988/11. Supplementary funding and financial regulations

On the recommendation of the Committee on Administration and Finance, to clarify and expand policies regarding supplementary funding,

The Executive Board,

Resolves that:

A. Emphasis in fund-raising

The major emphasis in UNICEF fund-raising should continue to be on increasing contributions to general resources. At the same time, supplementary funds should be sought as an important form of additional support. The purpose of encouraging supplementary funding is to expand and strengthen UNICEF capacity for programme cooperation within existing policies and procedures. The existing policy of accepting supplementary funds from Governments which are already providing generous contributions to general resources should be maintained.

/...

B. Temporary allocation of general resources

To improve efficiency and effectiveness in using supplementary funds and in implementing supplementary-funded projects, the Executive Director should be authorized to allocate general resources temporarily to a supplementary-funded project under the following conditions:

(a) The project must have an important role in reinforcing children's services at the country level which already receive support from general resources;

(b) UNICEF must have satisfactory assurances of funding in writing by a donor;

(c) The amount of general resources allocated in such cases must not commit UNICEF to a level of expenditure which exceeds the level of global affordability;

(d) The allocation must not exceed 25 per cent of the total outstanding general resources approved for the country programme;

(e) Once supplementary funds are secured, all expenditures incurred within the same fiscal year as the pledge will be charged against the supplementary-funded project in question;

(f) If funding does not materialize, after the utmost efforts by the Executive Director and the donors concerned, all expenditures incurred under the conditions above will be accounted for as general resources;

(g) The Executive Director will report to the Executive Board, as a separate agenda item, with specific information including, *inter alia*, the number of such cases. the timing and amount of the allocation and the financial impact on UNICEF of this process.

C. Terminology

UNICEF terminology should be revised to reflect the fact that the Executive Board reviews and, if satisfied, approves all programmes, regardless of sources of funding. "Noted" projects should henceforward be referred to as projects for supplementary funding and, when funded, as supplementary-funded projects. The use of the term "noted" should be discontinued.

D. Programme implementation

The existing practice that supplementary-funded projects are subject to possible rephasing and/or reprogramming of expenditures, provided there is consent by both the assisted Government and the donors, should be maintained. It is important to take account of such rephasing in assessing programme expenditure rates.

E. Reporting

In principle, reporting should be limited to once a year and, wherever possible, a single standardized format should be accepted.

F. Financial regulations

Financial rule 108.4 should be withdrawn and financial regulation 8.3 should be revised as follows to reflect Executive Board policy in this area:

Regulation 8.3: "Programme recommendations shall be approved by the Board on the basis of estimated future resources as projected in the medium-term plan and may be financed from general resources, supplementary funds or both. Programme activities which are approved subject to the availability of supplementary funds, may only be implemented as and when such funds are received or pledged in writing. Where a project approved by the Board subject to the availability of supplementary funds has an important reinforcing role for programme activities financed from general resources, the Executive Director may, if necessary between Board sessions and under the conditions and limits set by the Executive Board, implement such project by using general resources and report to the Board at its next following session."

G. Use of general resources

The reporting obligation regarding the use of general resources to fund projects for supplementary funding, whether it be after one year of Executive Board approval (as indicated in document E/ICEF/655, para. 104), or within one year of Executive Board approval (E/ICEF/1988/L.2, para. 70), be restricted to cases (a) where additional general resources are allocated to a country programme to fund projects approved for supplementary funding that have remained unfunded or (b) if the unfunded supplementary project is somewhat different in its objectives and activities from the projects approved from general resources.

H. Expenditures in excess of commitments

The financial implementation of supplementary-funded programmes should remain within the funded amounts. However, during the implementation, because of exchange rate fluctuations or other price increases that are out of UNICEF control, the resource needs may exceed those of the original project budget. In such cases, the donor(s) will be approached for additional support. If the additional support is not forthcoming, the project will be phased out and any overexpenditures will be allocated from general resources. The secretariat will report all such cases to the Executive Board specifying the amount in United States dollars, the assisted country to which it relates, and the explanation of the overexpenditures.

I. Contributions in excess of expenditures

When it is determined that a project is completed with savings, and where appropriate, the donor will be approached for possible reprogramming. If the donor does not agree, the balance of commitments will be cancelled and returned to the donor.

1989/29. Supplementary budget estimates for the biennium 1988-1989

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

Having considered the supplementary estimates for the 1988-1989 biennial budget of the United Nations Children's Fund (E/ICEF/1989/AB/L.1 and Corr.1 and E/ICEF/1989/AB/L.1/Add.1),

Takes note with appreciation of the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/1989/AB/L.9),

Decides that supplementary estimates should, in the future, be limited to mandatory increases or to the financial implications of decisions of the Executive Board.

C. Financial rules and regulations

1986/8. Financial rules and regulations

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15):

(a) Requested the Economic and Social Council to recommend the General Assembly to authorize the Executive Director to promulgate, after consultation with the Advisory Committee on Administrative and Budgetary Questions and subsequent deliberation and approval by the Executive Board, the Financial Regulations required by the specific needs of UNICEF;

(b) Requested the Executive Director to prepare a draft of UNICEF Financial Regulations appropriate to UNICEF needs, ensuring, to the maximum extent possible, conformity with relevant United Nations Financial Regulations, and taking into consideration the recently adopted Financial Regulations for UNDP, wherever appropriate for UNICEF, also to present to the Board information regarding the points where they differ from those regulations;

(c) Requested the Executive Director to obtain the comments of the Advisory Committee on Administrative and Budgetary Questions thereon.

1987/13. Financial rules and regulations

The Executive Board, on the recommendation of the Committee on Administration and Finance,

Having considered the relevant observations and comments of the Advisory Committee on Administrative and Budgetary Questions as contained in the annex to document E/ICEF/1987/AB/L.2;

(a) Approved the proposed financial regulations of UNICEF, as amended;

(b) Amended article XII, Regulation 12.1 (a) as follows:

> "The rules so established shall be circulated to the members of the Executive Board for information at least 60 days before they become effective.";

(c) Noted that, in the event that the Working Group report recommends that UNICEF submit its financial reports to the Board on a biennial basis, this would, inter alia, imply that articles 13.1 and 13.3 would have to be amended accordingly;

(d) Amended the wordings suggested by the Advisory Committee on Administrative and Budgetary Questions, as follows:

(i) Regulation 5.3 should read: "Funds placed in special accounts shall not form part of the income of UNICEF";

(ii) Regulation 4.4 (a) should read: "will be acceptable by the recipient country or countries".

1987/14. Statutory cash reserve

The Executive Board, on the recommendation of the Committee on Administration and Finance:

(a) Reconfirmed that the current liquidity policy is adequate for UNICEF cash-flow requirements;

(b) Recommended an increase in year-end general resources cash balances to a level equivalent to 10 per cent of projected general resources income by the year 1990.

1990/28. Amendment to the financial regulation on evaluation policy

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Decides to amend Financial Regulation 4.10 as follows:

"Regulation 4.10: Differences resulting from the payment of contributions pledged in currencies other than United States dollars shall be recorded against these contributions."

D. Financial reports

1987/3. Financial reports

The Executive Board, recalling General Assembly resolution 41/176 and having considered the financial report and audited financial statements for the year ended 31 December 1985 and the report of the Board of Auditors, 1/ and the report of the Advisory Committee on Administrative and Budgetary Questions, 2/ decided, on the recommendation of the Committee on Administration and Finance:

(a) To take note of the report of the Board of Auditors and the views expressed in the debates in the Fifth Committee of the General Assembly and in the Committee on Administration and Finance;

(b) To take note of the initial measures taken by the Executive Director, in response to the comments and observations of the Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions;

(c) To encourage the Executive Director to continue to monitor closely the financial and administrative practices of the Fund;

(d) To request the Executive Director to provide the Executive Board, at its next session, with a report on the initiatives taken to improve budgetary and accounting controls for general resources and supplementary funds.

1989/24. Financial reports

On the recommendation of the Committee on Administration and Finance,

The Executive Board notes the following:

(a) Observations and comments on the revised 1986 UNICEF financial report, the 1987 UNICEF financial report and the financial report of the Greeting Card Operation for the 1986/87 season (E/ICEF/1989/AB/L.8);

(b) Report of the Board of Auditors on the 1987 UNICEF financial report and audited financial statements (Official Records of the General Assembly, Forty-second Session, Supplement No. 5B (A/43/5/Add.2));

1/ Official Records of the General Assembly, Forty-first Session, Supplement No. 5B (A/41/5/Add.2 and Corr.1).

2/ A/41/632.

(c) Report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on the UNICEF financial report and audited financial statements and the reports of the Board of Auditors (A/43/674);

(d) Report to the Advisory Committee on Administrative and Budgetary Questions regarding follow-up issues raised during the expanded audit of the 1986 accounts of UNICEF and implementation of recommendations not subject to the expanded audit (E/ICEF/1989/AB/L.3 and Corr.1);

(e) Interim financial report and statements for the year ended 31 December 1988 (E/ICEF/1989/AB/L.7);

(f) Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding specific measures taken to implement previous recommendations of the Board of Auditors (E/ICEF/1989/AB/L.13).

1989/25. Financial reports

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Approves the review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds (E/ICEF/1989/AB/L.12).

1990/30. Financial reports

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes the following:

(a) The financial report and statements for the biennium ended 31 December 1989 (E/ICEF/1990/AB/L.7);

(b) Review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds (E/ICEF/1990/AB/L.10);

(c) Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding General Assembly resolution 44/183 (E/ICEF/1990/AB/L.14).

E. Financial plans

1986/6. Financial plan

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), approved the medium-term plan as a framework of projections for 1986-1989 (summarized in table 7 of document E/ICEF/1986/3), including the preparation of up to $190 million in programme commitments from general resources to be submitted to the Executive Board at its 1987 session (shown in table 8, item 2 (a) of the same document). That amount was subject to the availability of resources and to the condition that estimates of income and expenditure made in the plan continue to be valid.

1987/4. Financial plan, 1987-1990

The Executive Board, on the recommendation of the Committee on Administration and Finance:

(a) Endorsed the programme objectives for the organization as described in E/ICEF/1987/3 and Corr. 1 and Corr.2;

(b) Approved the medium-term plan as a framework of projections for 1987-1990 (summarized in document E/ICEF/1987/3 and Corr. 1 and Corr. 2, table 8), including the preparation of up to $222 million in programme recommendations from general resources to be submitted to the Executive Board in 1988 (E/ICEF/1987/3 and Corr. 1 and 2, table 9, item 2). That amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in the plan continue to be valid.

1988/10. Financial plan, 1988-1991

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

Approves the medium-term plan as a framework of projections for the period 1988-1991 (summarized in table 8), including the preparation of up to $200 million in programme expenditures from general resources to be submitted to the 1989 Executive Board (shown in table 9, item 2). This amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid.

1989/26. Financial plan, 1989-1992

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Approves the medium-term plan (E/ICEF/1989/3) as a framework of projections for 1989-1992 (summarized in table 8), including the preparation of up to

$248 million in programme expenditures from general resources to be submitted to the 1990 Executive Board (shown in table 9, item 2). This amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid.

1990/29. Financial plan, 1990-1993

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Approves the medium-term plan as a framework of projections for 1990-1993 (summarized in table 7), including the preparation of up to $585 million in programme expenditures from general resources to be submitted to the 1991 Executive Board (shown in table 6, item 4). This amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid.

F. General management issues

1987/11. Restructuring of regional offices and headquarters offices outside New York

The Executive Board, on the recommendation of the Committee on Administration and Finance:

Having taken note of the relevant paragraphs of document E/ICEF/1987/AB/L.1 and of the observations of the Advisory Committee on Administrative and Budgetary Questions concerning the United Nations Children's Fund restructuring measures (E/ICEF/1987/AB/L.2);

Expressing appreciation of the review carried out with regard to the functioning and structure of the Eastern and Southern Africa Regional Office in Nairobi and the resulting organizational restructuring,

Noting with satisfaction the improved efficiency of the Supply Operation in Copenhagen,

Requested the Executive Director:

(a) To undertake, with a view to formulating proposals, a review of the function and organizational structures of other regional offices and, also, the Geneva, Sydney and Tokyo offices. In carrying out the review, the Executive Director should also consider how best to strengthen the role of the central policy-related structures of the Fund, while at the same time facilitating communication between National Committees and the Fund headquarters in New York in the areas of their respective competence;

(b) To examine the existing external relations structure with a view to optimizing the results of fund-raising (including the Greeting Card Operation and special events) and advocacy activities;

(c) To report to the Executive Board at its 1988 session on the results of the review including, where appropriate, proposals for structural reorganization.

1988/12. Restructuring of regional offices and headquarters locations

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

Recalling its decision 1987/11 on restructuring of regional offices and headquarters offices outside New York,

Reaffirming the external relations guidelines contained in document E/ICEF/L.1455 on UNICEF external relations which were endorsed by the Executive Board in 1983,

Having considered document E/ICEF/1988/AB/L.1 entitled "Review of the function and organizational structure of UNICEF external relations",

Recognizing the importance of the UNICEF external relations function in relation to all countries, in particular to increase and improve programme delivery and to strengthen advocacy and fund-raising,

Reaffirming the need to strengthen the central policy-making role of New York headquarters,

Reaffirming also the need to strengthen the functions of the Geneva Office with regard to UNICEF relations with the National Committees in Europe,

Taking note that the Executive Director will undertake, within his competence and the existing number and grade level of posts, limited changes in New York and Geneva in line with the objectives noted above,

1. Requests the Executive Director to review UNICEF external relations policies and function, taking into account the views expressed by Board members during the 1988 Executive Board session, and to submit to the Executive Board at its 1989 session a comprehensive report, including revised guidelines, as necessary;

2. Further requests the Executive Director to address the restructuring of the external relations system of UNICEF in the context of the revised 1988-1989 biennial budget and the 1990-1991 biennial budget, including the review of the regional offices, the offices in Geneva, Tokyo and Sydney, and the Greeting Card Operation.

(After adoption of the resolution, the UNICEF secretariat made the following statement: "The secretariat is grateful for the approval by the Executive Board of the draft resolution contained in document E/ICEF/1988/CRP.21, and wishes to confirm the understanding that the 'limited changes in New York' referred to in the seventh preambular paragraph of the draft resolution will not include the creation of a new division.")

1988/15. Problems and priorities regarding recurrent costs

On the recommendation of the Programme Committee,

The Executive Board,

Aware of the major problems faced by many developing countries, in particular the least developed as well as the poorest countries, to ensure the sustainability and expansion of social sector programmes, and of the necessity, in many cases, to mobilize additional external resources to complement the efforts of the countries concerned,

Recognizing the need for UNICEF to develop policy guidelines with regard to recurrent cost financing with the aim to ensure sustainability of its programmes of cooperation, to facilitate and promote national restructuring actions and, in specific cases, to serve as a temporary funding bridge to meet critical needs,

1. Notes with interest the report of the Executive Director on problems and priorities regarding recurrent costs (E/ICEF/1988/L.3);

2. Requests the Executive Director to assist Governments in their efforts to reduce the total burden of recurrent costs through support to actions such as (a) improving programme management; (b) promoting the use of low-cost technologies; (c) adopting more community-based models of service delivery, management and financing; (d) promoting self-help practices at the household level; and (e) targeting services more effectively towards the needs of vulnerable groups, especially children and women;

3. Requests the Executive Director to assist recipient countries to increase the availability of national resources for recurrent cost support by promoting new approaches to local resource generation;

4. Invites the Executive Director to provide for the necessary flexibility in support of the payment of recurrent costs and to help mobilize, where needed, additional external resources without, however, substituting for the Government's continuing responsibilities;

5. Requests the Executive Director to collaborate with Governments and other donors to monitor the impact of economic and social sector policies on vulnerable groups and to assist in identifying long-term requirements for meeting recurrent costs;

6. Urges the Executive Director to establish operational guidelines for the financing of recurrent costs related to UNICEF field activities and, at its 1989 session, to inform the Board through the Executive Director's report of the measures taken.

1989/28. Central financial and accounting system

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

Having considered the estimates requested for the redesign of the central financial and accounting system in the 1990-1991 proposed biennium budget (E/ICEF/1989/AB/L.1 and Corr.1),

1. Decides that the amounts stipulated in the 1990-1991 proposed biennium budget be the upper limit of what is required for the implementation of the proposed system; 1/

2. Requests the Executive Director to provide a detailed report on the progress of implementation of the central financial and accounting system at the next session of the Executive Board.

1990/34. Revised model Basic Cooperation Agreement

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Reviews and notes the text of the model Basic Cooperation Agreement, and authorizes the secretariat to use this model Agreement as the basis for negotiating Agreements with cooperating Governments where no such agreement now exists. 2/

G. Greeting Card and related Operations

1986/11. Greeting Card Operation

I. Greeting Card Operation work plan expenditure estimates for the 1986/87 financial year

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), decided:

(a) To approve for the 1986/87 financial year (1 May 1986 to 30 April 1987) work plan expenditure estimates as detailed in column II of table 7 of E/ICEF/1986/AB/L.6;

(b) To authorize the Executive Director:

1/ See annex X of E/ICEF/1989/AB/L.1 and Corr.1.

2/ It is also agreed that the secretariat will resubmit the text of the revised model Basic Cooperation Agreement between UNICEF and Governments for approval at the 1991 Executive Board.

/...

(i) To incur expenditures up to the totals given in column III of table 7 should the apparent demand before and during the season increase beyond the estimates used for the basis of the figures given in column II; conversely, should the apparent demand before and during the season decrease, the Executive Director would reduce expenditures below the level indicated in column II to the extent necessary;

(ii) To spend an additional amount equivalent to any increase in the total work plan expenditure estimates which may be required for operations outside the United States of America as a result of increases in the value of other currencies in relation to the United States dollar;

(iii) To transfer funds between allotment accounts as required;

(iv) To extend the duration of the interregional sales development programme for an additional year until 30 April 1988; no additional funding is requested;

(c) That a report should be presented to the Board in 1987 on the steps taken in all countries towards improving profitability both nationally and globally bearing in mind the desirability of achieving a 50 per cent goal.

II. Revenue estimates for the 1986/87 financial year

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), noted that, for the 1986/87 financial year, gross Greeting Card Operation revenues are estimated as indicated in column II of table 7 of document E/ICEF/1986/AB/L.6.

1987/15. Greeting Card Operation work plan expenditure estimates for the financial year 1987/88

The Executive Board, on the recommendation of the Committee on Administration and Finance,

Decided that:

(a) For the financial year 1987/88 (1 May 1987 to 30 April 1988), work plan expenditure estimates be approved as detailed in document E/ICEF/1987/AB/L.6, table 7, column II;

(b) The Executive Director be authorized to:

(i) Incur expenditures to the totals given in table 7, column III, of the same document. Should the apparent demand before and during the season decrease, the Executive Director would reduce expenditures below the level indicated in column II to the extent necessary;

(ii) Spend an additional amount equivalent to any increase in the total work plan expenditure estimates which may be required for operations outside the United States of America as a result of increases in the value of other currencies in relation to the United States dollar;

(iii) Transfer funds between allotment accounts as required.

1987/16. Revenue estimates for the financial year 1987/88

The Executive Board, on the recommendation of the Committee on Administration and Finance,

Noted that for the financial year 1987/88, gross Greeting Card Operation revenues are estimated as indicated in document E/ICEF/1987/AB/L.6, table 7, column II.

1988/14. Greeting Card Operation - 1988 work plan

On the recommendation of the Committee on Administration and Finance,

A. Greeting Card Operation work plan expenditure estimates for the 1988/89 financial year

The Executive Board,

Decides that:

(a) For the 1988/89 financial year (1 May 1988 to 30 April 1989), work plan expenditure estimates be approved as detailed in document E/ICEF/1988/AB/L.6, table 7, column II;

(b) The Executive Director be authorized to:

(i) Incur expenditures up to the totals given in column III of table 7. Should the apparent demand before and during the season decrease, the Executive Director would reduce expenditures below the level indicated in column II to the extent necessary;

(ii) Spend an additional amount equivalent to any increase in the total work plan expenditure estimates which may be required for operations outside the United States as a result of increases in the value of other currencies in relation to the United States dollar;

(iii) Transfer funds between allotment accounts as required.

B. Revenue estimates for the 1988/89 financial year

The Executive Board,

Notes that for the 1988/89 financial year, gross revenues of the Greeting Card Operation are estimated as indicated in document E/ICEF/1988/AB/L.6, table 7, column II.

/...

1989/30. Greeting Card Operation - 1989 work plan

On the recommendation of the Committee on Administration and Finance,

A. Greeting Card Operation (GCO) budgeted expenditures for the 1989 season

The Executive Board

Decides that:

(a) For the fiscal year 1 May 1989 to 30 April 1990, budgeted expenditures be approved as detailed in column III of table 3 and summarized in column II of table 7 of E/ICEF/1989/AB/L.6 and Corr.1;

(b) The Executive Director be authorized:

(i) To incur expenditures as summarized in column II of table 7 and to increase the expenditures up to the level indicated in column III of table 7, should the apparent demand before and during the season necessitate; accordingly, to reduce the expenditures below the level indicated in column II to the extent necessary, should the demand decrease;

(ii) To transfer funds between allotment accounts if necessary within the limits shown in table 7;

(iii) To spend an additional amount between Board sessions, when necessary due to currency fluctuations, to ensure the continued operation of GCO.

B. Budgeted income for the 1989 season

The Executive Board

Notes that for the fiscal year 1 May 1989 to 30 April 1990, Gross GCO income is budgeted as indicated in column II of table 7 of E/ICEF/1989/AB/L.6 and Corr.1.

1990/32. Greeting Card Operation - 1990 work plan

On the recommendation of the Committee on Administration and Finance,

/...

A. Greeting Card and related Operations (GCO) budgeted expenditures for the 1990 season

The Executive Board

Decides that:

(a) For the fiscal year 1 May 1990 to 30 April 1991, budgeted expenditures be approved as detailed in tables 3, 4 and 5, and summarized in column II of table 7;

(b) The Executive Director be authorized:

(i) To incur expenditures as summarized in column II of table 7 and to increase the expenditures up to that level indicated in column III of table 7, should apparent demand before and during the season necessitate; accordingly, to reduce expenditures below the level indicated in column II to the extent necessary, should the demand decrease;

(ii) To transfer funds between allotment accounts if necessary within the limits shown in table 7;

(iii) To spend an additional amount between Board sessions when necessary, owing to currency fluctuations, to ensure the continuing operation of GCO.

B. Budgeted income for the 1990 season

The Executive Board

Notes that for the fiscal year 1 May 1990 to 30 April 1991, gross GCO income is budgeted as indicated in column II of table 7.

C. GCO special operation account for special fund-raising events

The Executive Board

Approves the creation of a special operating account with a limit of $1 million from event revenues in the accounts of the GCO. This account is to be:

(a) Governed by rules developed in cooperation with the Division of Financial Management in accordance with the UNICEF Financial Regulations and Rules Special Supplement - Greeting Card Operation (E/ICEF/FINANCIAL RULES/1/Add.1);

(b) Used only when anticipated event revenues have not been received in time to cover initial expenses, and subject to an approved budget which realistically demonstrate that total event revenues will be sufficient to repay the special operating account.

1990/33. Greeting Card Operation - financial reports

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes the following:

(a) The GCO financial report for the 1988/89 season (E/ICEF/1990/AB/L.5);

(b) The GCO provisional report on the 1989 season (E/ICEF/1990/AB/L.4).

H. Staffing

1987/9. Project posts at headquarters locations

The Executive Board, on the recommendation of the Committee on Administration and Finance,

(a) Took note of the information on project posts at headquarters locations as contained in document E/ICEF/1997/AB/L.1/Add.3 and as summarized in the report of the Advisory Committee on Administrative and Budgetary Questions in table 7 (E/ICEF/1987/AB/L.2);

(b) Resolved that no posts may be added without the prior approval of the Executive Board to these administrative and project support posts prorated to all supplementary-funded projects in schedule B of document E/ICEF/1987/AB/L.1/Add.3;

(c) Resolved that similar tables listing all project posts at headquarters locations be included in all future biennium budget proposals.

1987/10. Staff awaiting reassignment

The Executive Board, on the recommendation of the Committee on Administration and Finance, having considered the relevant section of the budget document (E/ICEF/1987/AB/L.1) concerning staff awaiting reassignment:

(a) Approved the definition of the following situations as justifying the status of staff awaiting reassignment:

(i) When, in the normal budget process, a core post is abolished and that core post is encumbered by a staff member as of the effective date of the abolition;

(ii) When, in the normal staff rotation process, a core staff member appointed to a given post is transferred from that post to another which has not been identified at the effective date of transfer. (Should this situation exist for more than three months, the staff member would be considered as staff awaiting reassignment);

(iii) When, in recruitment actions, suitable candidates have been identified and recruited for overlapping periods of time to implement organizational priorities in advance of final placement to a post;

(iv) When, in those very specific and rare cases, a staff member is contracted and the particular function is of a very limited duration, yet longer than the time period appropriate for a short-term contract and the establishment of a core post is not fully warranted;

(v) Until a core staff member returning to the United Nations Children's Fund from secondment to another United Nations agency is appointed to a post;

(vi) When, for medical or personal, humanitarian reasons, a staff member can be assigned only to certain suitable duty stations that have the necessary facilities;

(b) Decided that the number of international Professional staff in this category should not exceed 10 at the end of any financial year;

(c) Further decided that the duration of a staff member in this status should not exceed 12 months.

1990/31. UNICEF staffing

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes a report on the composition of all international Professional core staff by title, grade, duty station and nationality (E/ICEF/1990/AB/L.2).

I. Office accommodation

1986/10. One-time installation costs for UNICEF House

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.5):

(a) Authorized the Executive Director to allocate up to $1,281,500 for the one-time installation costs for UNICEF House, in addition to the $2 million already appropriated by the Board in approving the 1986-1987 budget estimates during its 1986 session;

(b) Agreed with the recommendation of the Advisory Committee on Administrative and Budgetary Questions that, in the first instance, this budgetary allocation should be made from within existing resources, with any need for additional appropriations being reported in the revised budget estimates for 1986-1987 to be submitted to the Executive Board at its 1987 session;

(c) Requested that the Executive Director continue to make the maximum efforts to ensure that, wherever feasible, actual expenditures are further reduced below the level of the allocation in accordance with the guidance provided by the Advisory Committee on Administrative and Budgetary Questions and the members of the Board at its present session;

(d) Requested the Executive Director to provide to the Executive Board at its 1987 session a report on the expenditures on one-time installation costs for UNICEF House and to include the report as an item for discussion in the agenda of the Committee on Administration and Finance.

1990/25. Headquarters office accommodation

On the recommendation of the Committee on Administration and Finance,

The Executive Board

1. Takes note of the report contained in E/ICEF/1990/AB/L.9;

2. Defers its decision on additional headquarters office space requirements;

3. Requests the Executive Director, bearing in mind the views expressed by the Advisory Committee on Administrative and Budgetary Questions and the 1990 Executive Board, to submit at the earliest opportunity through the Advisory Committee to the 1991 Executive Board, a review and analysis of UNICEF New York headquarters office requirements, including, *inter alia*, current and future space needs, relationship to the medium-term plan, alternative locations, estimated costs and a statement of rental policies.

1990/26. Establishment of a reserve fund for field office accommodation

On the recommendation of the Committee on Administration and Finance,

The Executive Board,

Authorizes the establishment of a Reserve Fund for field office accommodation and staff housing in a total maximum amount of $22 million, similar to the practice currently being followed by other United Nations organizations. Of this amount, 75 per cent ($16.5 million) would be earmarked for field office accommodations, relating mainly to UNICEF participation in common premises with other United Nations organizations. The balance of 25 per cent ($5.5 million) would be used to acquire, if necessary, or renovate existing housing for international staff assigned to field office duty stations where suitable housing is not available for rent or where rental rates are exorbitant.

J. World Summit for Children

1990/24. Revised budget estimates for the World Summit for Children and Summit-related mobilization activities

On the recommendation of the Committee on Administration and Finance,

The Executive Board

A

Approves the budget estimates for the World Summit for Children for 1990 as follows:

		(United States dollars)
Category 1:	Staff costs	357 420
Category 2:	Operating costs	1 126 342
Total		1 483 762

Authorizes the Executive Director to administer in the most efficient and effective manner the provisions under each of the categories 1 and 2, and to transfer funds between allotment accounts as required;

Further authorizes the Executive Director to be authorized to finance the budget from the special account and, until such funds are received, to pay advance expenditures from UNICEF general resources in the receivable account up to the limits of the approved budget.

B

Approves the budget estimates for mobilization activities related to the World Summit for Children for 1990 as follows:

		(United States dollars)
Category 1:	Staff costs	504 625
Category 2:	Operating costs	1 495 058
Total		1 999 683

Authorizes the Executive Director to administer in the most efficient and effective manner, the provisions under each of the categories 1 and 2, and to transfer funds between allotment accounts as required;

Further authorizes the Executive Director to finance the budget from the special account and, until such funds are received, to pay advance expenditures from UNICEF general resources in the receivable account up to the limits of the approved budget.

/...

1990/35. Revised budget estimates for the World Summit for Children and Summit-related mobilization activities

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Adopts the following resolutions contained in document E/ICEF/1990/AB/L.16, as amended:

Resolution A

Revised budget estimates for the Summit meeting

The Executive Board

1. Approves the budget estimates for the World Summit for Children for 1990 as follows:

		(United States dollars)
Category 1:	Staff costs	357 420
Category 2:	Operating costs	2 637 342
Total		2 994 762

2. Authorizes the Executive Director to administer in the most efficient and effective manner the provisions under each of the categories 1 and 2, and to transfer funds between allotment accounts as required;

3. Further authorizes the Executive Director to finance the budget from the special account and, until such funds are received, to pay advance expenditures from UNICEF general resources in the receivable account up to the limits of the approved budget.

Resolution B

Revised budget estimates for mobilization activities related to the World Summit for Children

The Executive Board

1. Approves the budget estimates for mobilization activities related to the World Summit for Children for 1990 as follows:

		(United States dollars)
Category 1:	Staff costs	504 625
Category 2:	Operating costs	1 635 058
Total		2 139 683

2. Authorizes the Executive Director to administer in the most efficient and effective manner the provisions under each of the categories 1 and 2, and to transfer funds between allotment accounts as required;

3. Further authorizes the Executive Director to finance the budget from the special account and, until such funds are received, to pay advance expenditures from UNICEF general resources in the receivable account up to the limits of the approved budget.

Resolution C

Authorization for unforeseen and extraordinary expenditures

The Executive Board,

Mindful that the World Summit for Children is an event of a non-recurring nature of extraordinary significance in which there is a possibility of unforeseen and extraordinary expenditures,

1. Recognizes the need to establish procedures to be followed by the Executive Director in the event of unforeseen and extraordinary expenditures exceeding the approved budget for the Summit meeting;

2. Authorizes the Executive Director, with the prior review of the Advisory Committee on Administrative and Budgetary Questions, to enter into commitments up to the limit of total confirmed and anticipated contributions based on the expression of intent of contributors;

3. Requests the Executive Director to ensure that all unforeseen and extraordinary expenditures are financed from the special account established for the Summit;

4. Further requests the Executive Director to provide a detailed report specifically on any additional expenditures which are in excess of the approved budget level for review by the Executive Board at its next regular session.

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III. DECISIONS ON THE WORK AND PROCEDURES OF THE EXECUTIVE BOARD

A. Future work and procedures of the Executive Board

1986/1. Working Group on the Future Work and Procedures of the Executive Board

On 18 April 1986, the Executive Board, on the recommendation of the Working Group on the Future Work and Procedures of the Executive Board, decided to ensure that, at its current session, the programme of work of its Committees would be organized so as to permit adequate in-depth discussions during their meetings by:

(a) Achieving the most rational use of time through concise and concrete interventions and strict observance of punctuality;

(b) Allowing for maximum interaction, exchanges of views and questions and answers as issues arise, without being structured by a formal speakers' list;

(c) Utilizing the alternative of informal consultations;

(d) Consulting relevant secretariat staff members, where additional information might be required, on an informal, in-session basis;

(e) Extending Committee meetings as required, and as conference facilities permit.

1986/13. Future work and procedures of the Board

1. At its 10th meeting, on 25 April 1986, the Executive Board, on the recommendation of the Working Group on the Future Work and Procedures of the Executive Board (E/ICEF/1986/CRP.30):

(a) Re-emphasized the need for the Advisory Committee on Administrative and Budgetary Questions (ACABQ) to schedule its sessions so as to allow the Committee to examine and give its report on the UNICEF budget in time for that report to be studied by the Executive Board member countries in advance of the session; and requested the secretariat, in consultation with the Bureau of the Board, to pursue its ongoing discussions with the Advisory Committee on Administrative and Budgetary Questions in this regard and to report on the outcome;

(b) Decided to ensure that the agenda for the Executive Board and its Committees at the regular sessions would be organized so as to permit adequate in-depth discussions during such sessions by:

(i) Achieving the most rational use of time through concise and concrete interventions (by limiting the length of statements of both delegates and the secretariat) and by strict observance of punctuality;

/...

(ii) Allowing for maximum interaction, exchanges of views and questions and answers as issues arise, without being structured by a formal speakers' list;

(iii) Utilizing the alternative of informal consultations (both in-session and pre-session);

(iv) Consulting relevant secretariat staff members where additional information might be required, on an informal, in-session basis;

(v) Scheduling of extended meetings for the Committees as required;

(vi) Setting a time-limit of 15 minutes for secretariat presentations and 10 minutes for interventions by delegates;

(vii) Taking advantage of any other arrangements that future experience and future needs would suggest;

(c) Decided, in the organization of its work, to ensure:

(i) Rational and practical allocation of agenda items, including consideration of amalgamation of items for discussions in the Board and the Committees;

(ii) That ceremonial events would be organized so as not to take up the time of the Board session;

(d) Recognized the efforts of the secretariat to improve the contents of programme information in line with the views expressed on the subject at the 1985 session of the Executive Board and recommended that at each Executive Board session the secretariat make an in-depth presentation of one or two large- or medium-sized programmes for each region and one or two mid-term reviews of programmes begun several years earlier. Such presentations should contain a careful assessment of the selection of priorities, the inputs chosen, the mechanisms for government/UNICEF cooperation and the forms and extent of collaboration between the UNICEF country office, the UNICEF regional office and the programme desks at headquarters. The object of the reviews would be to enable the Programmme Committee to evaluate better the programmes and to suggest the continuation or reorientation of the programme as well as changes required to improve it, taking into account the views of the country concerned;

(e) Requested the secretariat to develop guidelines for the preparation of regional reports on programme development and country programme recommendations (CPRs), taking into account the information needs of the Executive Board and its Committees as contained in the annex;

(f) Decided to carefully examine the programme documentation presented to it at its 1987 session, with a view to formulating concrete suggestions for further improvements, keeping in mind subparagraph (e) of Recommendation 7 (E/ICEF/1985/CRP.54) as well as the various points made with respect to documentation during its several meetings in 1985-1986 (summarized in the minutes of the Working Group meeting on 26 February 1986 (WG/1986/5));

/...

(g) Decided that the Working Group would continue its work in 1986-1987, concentrating, in collaboration with the relevant and substantive parts of the secretariat, on the following tasks which need further examination:

(i) Examining means of clarifying the presentation of programme and administrative budgets;

(ii) Examining the possibility of achieving a "biennial concentration" of the Executive Board's work, in phase with the biennial budget cycle;

(h) Decided that the Working Group would continue to examine ways and means to further improve the work of the Executive Board and consider to what extent the Working Group may facilitate the work of the Executive Board.

2. At the same meeting, the Executive Board also decided that:

(a) The final meeting of the Working Group should be held during the 1987 Executive Board session, bearing in mind the organization of work and without overlapping with any formal meeting;

(b) In order to facilitate the work of the Working Group, it would be preferable that the Chairman of the Board preside also over the Working Group.

1987/1. Working Group on the Future Work and Procedures of the Executive Board for the 1987 Executive Board session

The Executive Board, on the recommendation of the Working Group on the Future Work and Procedures of the Executive Board (E/ICEF/1987/CRP.10), endorsed the following proposal to streamline the procedures of the Executive Board:

1. Rationalization of time

It is agreed that the following recommendation of the Working Group (E/1986/28, E/ICEF/1986/12, decision 1986/13) will be implemented:

"(vi) Setting a time-limit of 15 minutes for secretariat presentations and 10 minutes for interventions by delegates;".

In addition, it is agreed that the Chairman of the Executive Board and the Chairmen of the two Committees will seek to ensure that meetings begin promptly.

2. Decision-making process

The time-limit set on interventions and the punctuality observed during formal meetings of both the Executive Board and its Committees will generate additional time for drafting sessions devoted to the negotiation, when necessary, of draft resolutions and decisions. Such drafting sessions will be carried out utilizing full interpretation facilities which will be available thanks to the above-mentioned measures of rationalization of time.

/...

The task of negotiating draft resolutions and decisions will be allocated by the Bureau to its members, as the need arises.

The sponsor of each draft resolution/decision - after having previously consulted with the Chairman of the Board - will request the secretariat to arrange for the translation of the draft into working languages and to ensure its timely circulation on plain paper among Member countries, in compliance with the deadlines fixed by the Bureau for the presentation of the first issue of draft resolutions/decisions.

The member of the Bureau who is responsible for the negotiation of a given draft will chair the drafting session and will seek to reach a consensus. Once a clean text has been agreed upon, the Bureau member responsible will introduce to the plenary for adoption the final draft resolution/decision which, in the meantime, has been translated into working languages under the responsibility of the secretariat.

3. Informal meetings

In response to the 1986 Executive Board request to shorten verbal statements by the regional directors (which are available in writing), informal meetings will be organized on an ad hoc basis (between 9 a.m. and 10 a.m.) to permit in-depth examination of field operations and other subjects of concern to Board members. Such meetings (which are completely distinct from informal Board/secretariat consultations) would draw upon the experience of the regional directors and other field representatives attending the Board session.

1987/2. Working Group on the Future Work and Procedures of the Executive Board, 1 May 1987

The Executive Board, on the recommendation of the Working Group, decided:

(a) With regard to the rescheduling of UNICEF Executive Board sessions (_____ WG/1987/03):

(i) To ask the Advisory Committee on Administrative and Budgetary Questions to continue to review the UNICEF budget through its special January budget examination;

(ii) To call to the attention of the Special Commission of the Economic and Social Council charged with making an in-depth study of the United Nations intergovernmental structure and functions in the economic and social fields the needs of the UNICEF Executive Board with regard to timely examination of the budget by the Advisory Committee on Administrative and Budgetary Questions;

(iii) To request the UNICEF secretariat to continue to keep this subject under review with the secretariat of the Advisory Committee on Administrative and Budgetary Questions;

(b) With regard to exploring the possibility of achieving a biennial concentration of the Board's work, in phase with the biennial budget cycle (WG/1987/4/Rev.1, WG/1987/5):

(i) To biennialize the financial reports of UNICEF on the following basis which would permit biennialization of the Board of Auditors' reports on the UNICEF and Greeting Card Operation financial reports, in line with General Assembly resolution 41/176, paragraph 9;

(ii) That a two-year UNICEF financial report, subject to official audit, will be submitted to the Board in non-budget years and an interim, unaudited report will be presented in budget years. The interim report will contain fewer statements and schedules than the current annual financial report but will present sufficient information to enable the Board's continued close monitoring of the financial management of UNICEF;

(iii) That similarly, a two-year Greeting Card Operation financial report, subject to official audit, will be submitted to the Board in non-budget years and an interim, unaudited report will be presented in budget years. The interim Greeting Card Operation report, although unaudited, will be identical to the current annual Greeting Card Operation financial report, thereby enabling continued annual monitoring of this commercial enterprise.

(c) To discuss the minimum number of policy reviews necessary each year, concentrating these to the largest extent possible in non-budget years, and making a special effort to concentrate mid-term programme reviews in non-budget years;

(d) That the time saved through rationalization of time and biennial concentration of the work of the Executive Board would be allocated primarily to the Programme Committee to allow more in-depth discussion of country programme recommendations, policy matters and mid-term programme reviews. Time saved could also be used for a more complete implementation of the new role of the officers of the Executive Board in negotiating recommendations in drafting sessions.

(e) To terminate the Working Group, which had completed the tasks entrusted to it and had fulfilled its mandate.

B. Conduct of business

1986/5. Programme documentation

The Executive Board, on the recommendation of the Programme Committee (E/ICEF/1986/P/L.30), decided that the secretariat should provide more financial and evaluative data in programme documentation, among others. The secretariat would consult with the delegations through the Working Group on the Future Work and Procedures of the Executive Board to clarify and define the type of data which would be most appropriate and useful for the Board's consideration of programme matters.

/...

1988/25. Allocation of time for the regular session of the UNICEF Executive Board

The Executive Board,

Having considered the significant increase in the work-load of the Board since the original mandate for an annual session of 20 meetings, and the decision of the Executive Board to hold drafting sessions, which has meant that four additional meetings have been requested and accorded on a stand-by basis to complete the deliberations of the Executive Board,

Requests approval of the Economic and Social Council to allocate an additional four meetings to the Executive Board during the annual two-week regular Board session.

1989/1. Decision on procedure, documentation and the decision-making process

On the recommendation of the Chairman of the Executive Board,

The Executive Board,

Recalling its previous decisions 1987/1 and 1987/2 on the future work and procedures of the Executive Board, as summarized, with respect to improving the decision-making process and to increase transparency, in E/ICEF/1989/L.13, part II (a-h),

Decides to improve further and streamline its procedures as follows:

1. Allotment of time

(a) Savings from the shorter general debate will generally be allocated to the Programme Committee, even in budget years, for policy reviews and dialogue on country programme recommendations. This will result in the approximate allocation of time shown in the annex to the present proposal;

(b) To the extent possible, overlap of discussions between the general debate and the Committees should be avoided;

(c) Interventions in the Committees should be as brief as possible, and not longer than seven minutes, in order to allow for a true dialogue;

(d) Sufficient time should be allocated to drafting sessions to allow for full discussion of all aspects of draft proposals.

2. Draft proposals for adoption by the Executive Board

(a) All policy documents requiring action should include, as appropriate, concise, clearly worded recommendations, draft decisions or draft resolutions;

/...

(b) Before any proposal involving expenditure is decided upon by the Board, the Executive Director, in accordance with rule 25 of the Rules of Procedure, shall provide the Board with an estimate of the cost of implementing the proposal;

(c) Delegations may submit proposals to the Board, in addition to those contained in secretariat documents, on issues which reflect developments emerging from the debate or issues covered in the documentation. All draft proposals should be as brief as possible, and lengthy preambles should be avoided;

(d) All draft proposals should be formally introduced by the co-sponsors during meetings of the plenary or formal meetings of the Committees; and sufficient time (at least 24 hours) should be given to delegations to examine them before adoption;

(e) The Chairman of the Board or the Chairmen of the Committees will send draft proposals, particularly those which require a more thorough examination, to open-ended drafting sessions. It will be announced which Bureau or Board members are responsible for the negotiations;

(f) The Chairman of the Board or the Chairmen of the Committees may announce deadlines for submission of draft proposals to ensure sufficient time for translation and negotiation.

3. Documentation

(a) Regular documentation should be timely and succinct and should be available in all official languages six weeks before the commencement of a regular session and as soon as possible before a special session;

(b) Delegations should exercise restraint in requesting reports and policy papers;

(c) Where possible, the secretariat should attempt to combine reports on standing Board requests or to incorporate them in the overall report of the Executive Director so as to avoid overlap;

(d) At the end of each Board session, there should be a review of all requests for reports and policy papers in order to establish a rolling, three-year plan.

/...

Annex

APPROXIMATE ALLOCATION OF TIME AND TASKS OF THE EXECUTIVE BOARD

	Tasks	Time
PLENARY	General debate	4 1/2 meetings
	Action on draft proposals)	
	Organization of work)	2 meetings
PROGRAMME COMMITTEE	Policy reviews)	
	Medium-term plan)	7 1/2-9 1/2 meetings
	(programme objectives))	7 1/2 in budget years
	Programme recommendations)	
	Programme reports)	
COMMITTEE ON ADMINISTRATION AND FINANCE	Budget (in budget years))	
	Financial reports)	4-6 meetings
	Policy reviews)	(6 in budget years)
	Medium-term plan)	
	(financial plan))	
DRAFTING SESSIONS	Draft proposals	4 meetings 1/
TOTAL		24 meetings

1989/2. Amendment to the Rules of Procedure

On the recommendation of the Officers of the Board,

The Executive Board

1. *Adopts* the text of the following UNICEF Rules of Procedure as amended: 1/ rules 12, 17, 18, 26, 32 and 43;

2. *Requests* the Executive Director to revise document E/ICEF/177/Rev.4 accordingly.

Election and term of office

Rule 12

1. Each year the Board shall, at an organizational meeting following its regular session, and after the session of the Economic and Social Council which holds elections for new Board members, in which those members that are to constitute the Board at its next regular session shall participate, elect from among the representatives of such members: a Chairman; a first, second, third and fourth Vice-Chairman and the Chairmen and Vice-Chairmen of the Programme Committee and the Committee on Administration and Finance, all of whom shall

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1/ See pp. 22-23, E/ICEF/1989/12.

hold office during the forthcoming Board year. The officers of the Board shall constitute the Bureau. The Chairman of the Board and the Chairmen of the Programme Committee and the Committee on Administration and Finance shall not, apart from exceptional cases as decided by the Board, be re-elected for a consecutive term. Other officers of the Board shall be eligible for re-election, taking into account the desirability of reasonable rotation.

Programme Committee

Rule 17

1. There shall be a Programme Committee consisting of all the members of the Board.

2. The Programme Committee shall review and, where desirable, make recommendations to the Executive Board on:

(a) Programme trends;

(b) Programme preparation, implementation and evaluation;

(c) Proposals for programme assistance;

(d) Programme policy matters arising from (a), (b) or (c);

(e) Programme objectives of the medium-term plan;

(f) Other programme matters.

Committee on Administration and Finance

Rule 18

1. There shall be a Committee on Administration and Finance consisting of all the members of the Board.

2. The Committee on Administration and Finance shall review and make recommendations to the Executive Board on:

(a) The financial plan;

(b) The budget of the Fund and revised budget estimates;

(c) The Fund and the Greeting Card Operation financial reports and accounts;

(d) The work plan and budget of the Greeting Card Operation;

(e) The reports of the Board of Auditors on the Fund and the Greeting Card Operation financial reports and accounts;

(f) The reports of the Advisory Committee on Administrative and Budgetary Questions on the Fund's budget and revised budget estimates;

(g) The reports of the Advisory Committee on Administrative and Budgetary Questions on the reports of the Board of Auditors;

(h) The reports of the Advisory Committee on Administrative and Budgetary Questions on other special issues;

(i) Revision of the Fund's Financial Regulations;

(j) Other administrative and financial matters.

Official and working languages

Rule 26

Arabic, Chinese, English, French, Russian and Spanish shall be the official languages and English, French and Spanish the working languages of the Board.

Summary records of meetings

Rule 32

1. Summary records of the meetings of the Board shall be prepared by the secretariat in the working languages of the Board. They shall be distributed as soon as possible to all members of the Board and to any other participants in the meeting who may, within three working days of their receipt, submit corrections to the secretariat. In special circumstances, the Chairman may, in consultation with the Executive Director, extend the time for submitting corrections. Any disagreement concerning such corrections shall be decided by the Chairman after consulting, where necessary, the sound recordings of the proceedings. Any corrections to the summary records will be consolidated in a single corrigendum, to be issued shortly after the end of the session.

2. Summary records of public meetings, and any corrections thereto, may be consulted by the public.

Submission of proposals and substantive amendments

Rule 43

1. Proposals and substantive amendments shall normally be submitted in writing to the Executive Director, who shall circulate copies to the members of the Board in all working languages.

2. Unless the Board decides otherwise, proposals and substantive amendments shall be decided upon no earlier than twenty-four hours after copies have been circulated to all members.

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3. Subject to paragraphs 1 and 2 of the present rule, when the Board is in session, proposals and substantive amendments shall be formally introduced by the sponsoring member or members of the Board. The Chairman of the Board may announce deadlines for the submission of proposals and substantive amendments to ensure sufficient time for circulation in all working languages and for consideration by members of the Board.

1989/3. Establishment of a working group

The Executive Board

1. Decides that the UNICEF Executive Board Bureau should continue to update the Rules of Procedure and to examine matters related to the organization of work of the Executive Board;

2. Recommends that the Bureau should consult widely and, as appropriate, with Board members and organize an open-ended working group with a view to making recommendations to the Executive Board in 1990, in particular taking into account the following:

(a) The continuation of the updating of the Rules of Procedure to reflect current practices of the Board and decisions taken at the 1989 session of the Board, including the role of the Bureau, the decision-making process and the function of the pre-Board session;

(b) The allocation of time and tasks of the Board, its Committees and drafting sessions, including adequacy of time available, placement of agenda items dealing with the trends, policies and programmes of external relations, structures of Committee agendas, with particular attention to policy reviews, and treatment of items having ceremonial or public relations functions;

(c) The further improvement in the presentation of documentation and timely distribution in all official languages;

3. Requests the approval of the Economic and Social Council to allocate to the Board conference services for up to 30 meetings in 1990, within existing resources, with the allocation of time and agenda items to be agreed at the 1990 pre-Board session in February 1990, with the understanding that the 1990 Board session should not exceed two weeks.

1990/1. Executive Board procedures, documentation and decision-making process

On the recommendation of the Chairman of the Executive Board,

The Executive Board,

Recalling its decision 1989/3 by which it resolved that the Executive Board Bureau should continue to update the Rules of Procedure and to examine matters related to the organization of work of the Executive Board, Bearing in mind views expressed by Member States during consultations held by the Bureau, in the context of an open-ended working group,

Further recalling its previous decisions, in particular 1989/1, on the future work and procedures of the Executive Board,

Decides further to improve and streamline its procedures as follows:

1. Schedule of meetings

Mindful that the regular sessions of the Executive Board should not exceed two weeks, i.e. normally 10 working days, while the total number of meetings of the plenary and the two Committees, including drafting sessions, may exceed the 20 morning and afternoon sessions that can be accommodated within this time-frame, the following guidelines should apply for parallel sessions and/or night sessions:

(a) Plenary sessions of the Executive Board should not be scheduled in parallel with either the Programme Committee or the Committee on Administration and Finance;

(b) While parallel meetings of the Programme Committee and the Committee on Administration and Finance should be avoided as far as possible, the Committees can, however, meet in parallel if this is indispensable in order to ensure the efficient dispatch of business;

(c) A sufficient number of drafting sessions should be accommodated to allow for full discussion of all draft proposals that do not enjoy consensus and, at the same time and to the extent possible, to avoid night meetings, drafting sessions should be scheduled, as appropriate, in parallel with meetings of the Committees;

(d) The Bureau should, at the beginning of each regular session of the Executive Board, propose a schedule for drafting sessions;

(e) In order to ensure that draft decisions are available in all working languages in time for adoption by the relevant Committee and/or by the plenary, drafting sessions should not be scheduled on the penultimate evening of the Board.

2. Submission of draft proposals 1/

(a) The Chairman of the Board and/or the Chairmen of the Committees shall announce deadlines for submission of draft proposals to ensure sufficient time

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1/ This section is adopted with the understanding that the 1990 Executive Board report will record the wish of some delegations that in future the Executive Board should re-examine its procedures on the submission of draft proposals.

for translation and negotiations, bearing in mind the 24-hour rule stipulated in paragraph 2 (d) of decision 1989/1;

(b) The deadlines for submission of draft proposals under each agenda item should be announced during the two first days of each regular session of the Executive Board in order to enable delegations to prepare draft proposals in a timely manner;

(c) To the extent possible, deadlines for draft proposals should be set in connection with the discussion of the relevant agenda item and not later than two days before the end of the session;

(d) The Chairman of the Board and/or the Chairmen of the Committees will send proposals that do not enjoy consensus and, therefore, require more thorough examination, to open-ended drafting sessions.

3. Documentation

(a) In accordance with Economic and Social Council resolution 1988/77 of 29 July 1988, the secretariat shall preface every document submitted to the Board with an executive summary in which the conclusions and recommendations, if any, are summarized;

(b) Wherever possible, reports on specific subjects called for by Board members will be incorporated in the Executive Director's annual report;

(c) Where a document that is being submitted to the Board includes new proposals, activities or major revisions, and has budgetary implications beyond what is already approved in the administrative budget or programme budgets, these shall be presented, within the document or draft resolutions relating to the said proposal, to the Board session during which the document is to be considered, with an identification and recommendation of the appropriate budget to be charged (administrative budget, global programme budgets, etc.). The budgetary implications must include an indication of staff size, staff costs and operating expenses and shall be in the format of the UNICEF administrative or programme budget as appropriate. For projects or activities with longer-term budgetary implications that relate to future budget periods, these indications will be provided at the Board session at which the relevant document is being considered and appropriate action will be taken by the Board during the biennium budget process or when other programme budgets are approved;

(d) The secretariat shall provide the Board, on an annual basis, with regional progress reports of no longer than six pages, in which the major new trends and developments of the past year in the region are reported and analysed;

(e) In preparing country programme recommendations, the secretariat shall cluster, as appropriate, stand-alone proposals for supplementary funding according to regions or the main themes of these proposals.

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4. Organizational session

(a) The Executive Board will meet every year in January for an organizational session of up to two days that will replace the informal pre-Board meeting;

(b) During this organizational session, the Executive Board will decide on the draft agenda and on the organization of work, and examine the status of documentation for the regular session of the Executive Board, as well as address other organizational or procedural matters as it deems fit.

5. Biennialization

(a) The Executive Board will, as appropriate, further pursue the biennialization of its work programme in order to rationalize its proceedings and to enable it to deal with issues in a more in-depth manner;

(b) To that end, the Executive Board decides, as a first step, to consider the following agenda items (as well as the relevant documentation) on a biennial basis: the medium-term plan, except for the financial plan and the related recommendation; the use of global funds; and the International Child Development Centre. The report on the International Child Development Centre will be biennial from 1991 (i.e., the subsequent agenda discussion will be in 1993). The other subjects listed above will, after 1990, be dealt with in 1992.
